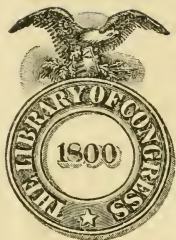


RAPID TRAINING OF RECRUITS

M·V·CAMPBELL





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**RAPID TRAINING OF
RECRUITS**

RAPID TRAINING OF RECRUITS

A PRACTICAL SCHEME

BY
M. V. CAMPBELL
LATE LIEUT. U. S. MARINES



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NOTE

Having been closely associated with recruits' work in his own battalion, it devolved upon the writer to assist in the preparation of a programme for the conduct of their training, and—in response to suggestions—he has been led to embody the results of his efforts and experiences in written form. Any length of time spent with soldiers during their early days in the Army is bound to result in the accumulation of many “tips” and suggestions which, it is hoped, may be of practical value to those who find themselves placed in the position of being responsible for the training of recruits.

The scheme as now given is not a theoretical plan of what it might be possible to do with recruits, but a definite record

of what has actually been accomplished over a period of many months. It is hoped that, armed with this little manual, a recruit instructor will be able confidently to undertake the responsibility of the training of soldiers in their earliest stages of instruction.

The writer acknowledges with much gratitude his obligations to those officers and non-commissioned officers under and with whom he has worked, and to whom many of the suggestions contained in the following pages are due.

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FOREWORD

The adaptation of this work is based on an English publication entitled "Rapid Training of Recruits" by an instructor at Chelsea, Eng. This little work is not a theoretical scheme of how to train recruits, but an actual record of what is being accomplished at this English camp.

Our Regular army officers realize only too clearly the tremendous undertaking it will be to whip into shape the new national army and what is needed above all things is a definite programme of what is to be done, which must be rigidly adhered to. Taking a regiment as a unit, no hard and fast schedule should be adopted before each is thoroughly threshed out and digested by the officers of that regiment, and when this is done, the commanding officer should insist that each company commander follow out the programme, so that

the progress of the regiment will be uniform. There is nothing so prejudicial to good order and discipline as starting a morning's work with a hazy idea of what is to be done. It has been suggested the regimental commander detail one of his most intelligent officers, preferably a major or his second in command, to devote his whole time to the oversight of this work—a sort of senior instructor.

Once a week there should be a meeting of all officers at headquarters which will be an open forum in which the youngest second lieutenant will have the privilege of expressing his opinion, and plans for the following week will be discussed and passed upon. By this means, a hearty cooperation will be exercised and an “esprit de corps” soon engendered. Wise company commanders will take their men into their confidence and explain that the programme is universal throughout the regiment. By so doing, in every way he should endeavor to cultivate that spirit of rivalry—to get his company to become more efficient than the next one—and he will soon

find his men will meet him more than half way. The secret of the efficiency of the British forces can be laid entirely to one thing—all work is made a game and that element of sportsmanship (which strangely enough is so lacking in the Hun's makeup) is speedily aroused and they all try to "play the Game" to the best of their ability.

INTRODUCTION

We of the United States are pitted against a stiffer proposition than we realize. We are in it now, and it is up to us, in from 6 to 12 months, to hammer into shape one million clerks, farmers and what not, to face these trained to the minute Huns, whose very tradition is military. It will be a herculean task but it can be done. Luckily our material is plastic and above the average in intelligence. To get the best results, the crushing brutal German tactics cannot be used. Our whipping them into shape, must be done diplomatically and it will necessitate a knowledge of human nature.

A Frenchman, one Gustav Le Bon, has written a book—"The Crowd," which should be read by every newly commissioned officer. It is the psychology of the crowd and it will give the officer points

upon things of which he never dreamed. It will show him how to handle men.

Getting down to "brass tacks" our duty is to develop the martial spirit in our men in the quickest possible time. To go at the matter intelligently it is necessary to have at least an elementary knowledge of psychology. Briefly—every person possesses *feeling*, or the power of becoming aware of himself. When an outer object is brought in contact with him, a sense impression is produced and a *sensation* results. According to its quality, whether it stimulates pleasure or pain, it becomes a *sentiment*. This sentiment may become fixed by repetition, then it becomes a habit, through hereditary action, an *instinct*. The strongest instinct naturally is that of self preservation. If a sensation is strongly tinged by sentiment, it leads to a reaction and an *emotion* results. If it is produced through the awakening of an instinct, the result is an *impulse*. Every sense impression leaves a mark on the mind which is retained by that quality of feeling known as *memory*. If a sensation

is revived an image results which acquires a meaning and is known as an *idea*. Will produces purpose which is a definite act and the immediate agents of these acts and movements are the muscles. Movements are classified as—(1) Voluntary and (2) Involuntary. The first is said to be under control of the will and this action is directed by the brain which telegraphs the will by means of the spinal cord to the motor nerves. The second is not under control of the will and is directed by the spinal column itself. Involuntary movements are of two kinds: *instinctive*, such as drawing the hand away from a hot stove, and *acquired*, such as a trained boxer assuming a guarding position when an opponent endeavors to strike him. Acquired movements are called “reflex movements.” Instinctive movements are derived directly or indirectly from the instinct of self preservation. *If the will has been weakened by fear or fatigue, then these instincts will predominate.* Acquired movements are solely the result of education. As Lieut.-

Col. de Maud'huy of the French army states—"The method which leads to this result, consists in at first creating conscious associations which ultimately become unconscious." Whatever knowledge is to be acquired, as walking, riding, or learning military tactics, the method is always the same. One must first cause by various methods, the conscious acts to pass into the unconscious. Taking the soul of the individual man, we see that every object which comes in contact with his feelings produces within him, a sentiment for good and evil. If these sentiments are experienced continually, they produce *habits*, if doing the life of a race—*instincts*. Thus if an instinct monopolizes the whole of one's attention, an uncontrollable impulse is sure to follow.

This brings us down to the question of the martial spirit. Uncle Sam has endeavored to make an officer out of you and now you wish to make soldiers out of your men. Just how does he do it? Let us take your own case first, which later you will apply to your men. Uncle Sam can-

not master your instincts which are your inheritance but he can your acquired tendencies. First he placed you among the elements of war, then you were bombarded from every side with warlike impressions. In time your acquired tendencies and reflexes became altogether warlike. The spirit of war, little by little, gained complete sway over your whole body, mind and soul. It is separate and distinct from all other qualities as courage, determination, confidence, etc.—at the same time it dominated all these, making them moral qualities—motor forces, which as they gain in impetus have in many instances controlled the very instincts of the soul. As Clausewitz has said:—“They form the spirit which permeates the whole being of war. These forces fasten themselves soonest and with the greatest affinity, on to the will which puts in motion and guides the whole mass of powers, uniting with it, as it were, in one stream, because this is the moral force itself.”

**RAPID TRAINING OF
RECRUITS**

RAPID TRAINING OF RECRUITS

INTRODUCTORY AND GENERAL

I

(a) THE JOINING OF RECRUITS

At the present rate of progress, the various cantonments and camps in all probability will be nearly ready by the time the men are called. Consequently a systematic plan must be evolved for the handling of the men as soon as they report, so there will be as little confusion as possible. It is probable when they do come, they will be in such numbers as to well nigh swamp the mustering officers and quartermasters.

The British and Canadian system is to organize the newcomers at once into

squads of 24 men each, with a competent N. C. O. instructor in charge. (It has been found 24 men are all one N. C. O. can comfortably handle.) The squads are classified from A to Z respectively. The men report at the various depots before they are sent to the camps to join their regiments, and are taken through the recruit stage, which consumes from 6 to 8 weeks. Reports as to the exact stage reached by these recruits is forwarded with them when they join their regiment, in order that their instruction may be continued where left off before they join their company. This perhaps is the best system, as it does away with an enormous amount of detail work. In these British depots, where the men straggle in irregularly, inoculation is taken as the basis of division of the men in squads. Recruits are inoculated for the first time on Thursday, and the second, on a week from the following Saturday. Consequently all men joining between a Friday and the following Thursday are placed in one squad.

If the men are to report direct to the

camp, the following plan appears most practical:

Let us suppose the draft is ordered to report on a certain date. All details it is taken for granted, have been worked out beforehand—particularly, as to the designation of the N. C. O. instructors, etc. The quota of this camp we will say is ten regiments—the 301st, 302nd, 303rd, etc. Bright and early on the day in question, the N. C. O. instructors should be lined up for duty. As the recruits appear upon the scene, each should be asked for what branch he is designated or wishes to join. A competent sergeant and commissioned officer should do the questioning. If he says infantry, have him take his stand at the right—if artillery at the center—cavalry to the left. Thus three lines will be started. As soon as twenty-four men are in any one line, an N. C. O. instructor steps up and marches them off to the doctor for examination. When completed, they are taken to the quartermaster's for an issue of underclothes, trousers, towel and soap. They are then taken to the shower

bath, each man being required to take a bath, and shed all civilian clothes and underclothes. A hospital steward should be stationed near to be on the lookout for body lice. If any recruit is so infected, he should be taken at once to the isolation camp. When the bath is completed, the squad gathers up their civilian clothes and is taken back to the Quartermaster's for the balance of the clothing issue. While enroute, the men should be warned, all civilian clothes must be out of the camp by twenty-four hours, and this rule should be strictly enforced. When all have obtained their clothing supply, they are marched to the quarters assigned to them, and thus A squad becomes the nucleus of A Company 1st Battalion 301st Regiment. It is perhaps the best plan to fill up one regiment before starting upon the next.

(b) SQUAD INSTRUCTORS

The best and best only, non-commissioned officers should be detailed for recruit instruction. In other words, they

must be specialists. A common view in the past has been, that any N. C. O. can undertake this work. In the early stages of the war, an attempt was made in the English battalions to allow companies to take recruits into their ranks, each company's N. C. O.'s being held responsible for the teaching of the recruits. In each and every instance this has turned out to be a lamentable failure. Recruit instruction is highly specialized work and a good instructor is born and not made. (This is a strong argument for the British depot training, and if we wish to profit by Britain's mistakes, here is our opportunity.)

There are various reasons for this. First and foremost—the first, second, and third weeks are the most important in a recruit's life. He is brimming over with enthusiasm and “pep” for his new work. The manner in which he is dealt with, sympathized with, and encouraged by his squad instructor, plays a most important part in his subsequent progress. Habits of smartness or slackness, discipline or insubordination, of continued zeal or general

all around boredom, are then formed, and are never thoroughly eradicated. The oft quoted comparison of soldiers with boys hits very closely to the truth. Rousseau has stated, the brain of a child is like the meshes of a sieve—the younger the child, the finer the meshes, and as it grows older, these meshes grow further and further apart, it taking more and more to make an impression. The recruit is the same way. The very novelty of the work, which is so utterly foreign to any thing he has ever experienced, tunes up every perceptive faculty, and for the time being at least he is in an exceedingly receptive mood. If he has an instructor who is full of ginger and enthusiasm and has the rare faculty of expressing himself, his recruit days will be of short duration.

In an instructor individuality and character are the most important points, next to a knowledge of the work. Make efforts to get a *live* man. A non-commissioned officer may know his drill through and through, and yet in fifteen minutes bore his squad to absolute inattention. An in-

structor is before his squad day after day for weeks, explaining, exhorting, expostulating and if he cannot retain their interest unceasingly, his work is of no avail. The rule as to never reprove or check a commander before his squad applies most strongly in the case of recruits. The utmost care should be taken, never to do anything likely to impair the confidence which all recruits must have in their instructor. It does not follow that the oldest soldier necessarily makes the best instructor—three or four of the best instructors at Aldershot to-day were discovered in the ranks of the recruits themselves.

Once having placed an N. C. O. in charge of a squad, keep him there if it possibly can be arranged. Let the instructor who has recruits for the first week keep them until they join their regiment. He knows his men, their peculiarities; and they know him and his. Much can be done by the judicious cultivation of friendly rivalries between squads. A squad one week ahead of another has no such great advantage, and one squad very often

passes another in drill and general proficiency.

In order to insure as much uniformity as possible, an instructor's class should be started at the earliest possible date, and instruction given in the words of command, the programme of the work, procedure on general parade, and the methods of tackling various subjects. Summon the instructors together on parade, as often as possible—it gives them a feeling of authority and responsibility, which is a decided encouragement, and helps on the work.

(c) GENERAL RULES FOR RECRUIT TRAINING

(1) INTRODUCTORY LECTURE

Commence with a brief talk on our army, its traditions, etc.—how we have come to enter the war—the difficult proposition that is before us—how thoroughly trained the Germans are and if we win, it will require the utmost coöperation upon

the part of every recruit—the great need for our speedy preparation.

Then go into the duties of a soldier—drill—discipline—saluting with the numbers of officers and troops about, and for the credit of the regiment's reputation—lay great stress upon this. The amount of non-saluting, and slack, half hearted saluting since the war has begun has been very discreditable to the training of our new army. Recruits should be thoroughly impressed with the importance of this matter before being allowed to go out in uniform. Officers do not always realize that a man wearing your regimental badge has only been enlisted one day. English "Infantry Training" puts instruction in saluting before instruction in marching. Describe officers' badges of rank, and how otherwise they may be recognized. Explain the programme of the work, the time table, the necessity of the coöperation of all to make the work a success, and the importance of punctuality, smartness and attention.

(2) NEVER PASS A FAULT

Squad instructors must strictly obey this rule, which is bound up with the proper education of a squad. If the positions of "Attention," "Parade Rest," and "At ease," the turnings by numbers, etc., are not properly attended to from the very beginning slack habits are formed which become difficult to cure. Every time the command "Attention" is given care must be taken to ensure that every man is standing at "Attention"—faults must be pointed out continuously. It is better for recruits to be wearied by constant repetition than for them to drill badly. The same applies throughout the whole of their drill. If there are one or two men who apparently are physically unable properly to carry out commands (and there will be) they must be dealt with by the physical training instructor, as explained in the next paragraph.

Never hurry commands—"Squad Right"—pause; see that there has been no movement—"March"—pause; see that the

movement has been made correctly, and thereafter no movement; if there has been, give "As you were," and start over again—"Right Turn"—pause; see that the turn has been properly made—"March." "As you were" is the chief and constant weapon of the recruit instructor; the words should be in his mouth continually; their use brings smartness, alertness, instant response to orders. In commands by numbers it is frequently necessary to make the essential cautionary word by giving "Squad," unless the movement is carried out fairly quick, e.g., "Right shoulder arms by numbers, One." If then you wait to see whether the first movement is properly executed by all, do not suddenly shout "Two," or the men will not move together; you must give

(3) SPECIAL PHYSICAL TRAINING DRILL

Physical training should be given daily, but in practically every squad there occurs cases of men who, by reason of long

years of sedentary life or slackness, cannot, for example, stand up quite straight or march in step. This latter is the more difficult to cure; periodically a really bad case occasionally crops up—the man seems simply incapable of putting down his feet in time with others; the rhythm of the thing never enters into him; marching with a band he never knows that he is “on the wrong foot.” It would not seem possible that a man could go on for any distance putting down his feet every time just a fraction of a second after one hundred other men; but such cases do occur.

These physically backward people—usually never more than three or four at a time—should be handed over to the Physical Training instructor every afternoon, so that they have practically individual tuition. He takes them through his special exercises—gently and encouragingly—and through the running exercises and games. He usually improves them up to the point of rejoining their squads within a very few days.

(4) DISCIPLINE

Although naturally a man straight from civil life must be broken gently into the rigid rules of military discipline, yet on the other hand he *must* be broken into them; and there is no excuse for slackness on the part of a squad instructor in this regard. Much can be, and has been, said for the splendid spirit of self-sacrifice and patriotism actuating the recruits of the new forces—but it must be remembered that there are defects sometimes to these qualities, which occasionally take the form of protest, not expressed, but present none the less, at the stringency of military discipline, the red tape (as it is described) of military routine (this especially from business men), and the army system generally. A professional or business man cannot always realize that, although he may earn his hundreds and even thousands yearly in civil life, he is not always worth his dollar a day to the nation as a soldier. Fortunately this attitude is not very prevalent, but where it exists it must be firmly dealt with.

It is not uncommon for soldiers of the new type to reflect when comparing themselves—from the point of view of parade discipline and smartness and unhesitancy at drill—with, say, long and carefully trained Regulars, that, although miles away from this ideal, yet, when the stress of battle arrives, their far superior intelligence and education will more than compensate for this lack of the absolute soldierly spirit. No misconception could be more fatal to success in war than this. One well-trained company is worth a brigade of geniuses in the trenches. This must be continually impressed on our recruits by precept and practice. But to return to our first point, this inculcation of discipline must not be too harsh at the outset. "Plenty of 'rests,' but when they are at 'attention' not a move," should be the instructor's rule. A sergeant who enters into some explanation, if only for one minute, with his men at "attention," and then allows them to fidget or move, is deliberately encouraging bad drill and indiscipline. On the other hand, keeping the

company standing perfectly motionless on occasions, as, e.g., at the calling of the roll, or preparatory to dismissal, is splendid training.

All those many little points that distinguish a well-disciplined company from an ill-disciplined one—such as absolute punctuality in falling in, the leaving of any parade ground, luncheon place, or lecture room in a cleaner and better condition than that in which it was found, the standing at “attention” when addressing officers or non-commissioned officers, meticulous care in saluting officers in the streets, soldierly behavior in public places—must be insisted upon from the outset, or bad habits will be formed. A soldier is made or marred in his first fortnight.

A tendency may be found, especially on the part of recruits who are interested in and have studied details of the campaign, to think, and perhaps to say off parade, that this or that particular item of recruit training is not really necessary, is waste of time, because “it is not used at the Front.” This must be jumped on at once.

It is not the part of recruit instructors, let alone recruits, to decide what is wanted at the Front.

The official manuals give us a very clear and well-defined idea as to what form the training should assume, and it is an act of indiscipline for any one not in high authority to lay down that any particular branch of work need not be dealt with. To give an example, in signalling, it has been stated that semaphore signalling is "washed out"—not used. So long as the Signalling Manual deals with this class of communication, obviously it must be taught. As a matter of fact, in this particular instance the statement had not even the merit of truth.

(5) "COUNTING OUT THE TIME"

In such movements in drill as turnings, salutings and especially arm drill, it is essential that the actions should be carried out smartly and *together*. This can only be secured by men carrying out these movements in exactly the same time. The first

occasion any movement is done "judging the time," the time should be shouted out by a non-commissioned officer.

(6) USE OF THE DRUM IN MARCHING

The Imperial Handbook "Infantry Training," 1914, lays down that "recruits are not to be taught to march without the constant use of the drum and pace stick." Even a good drummer will not always beat time absolutely correctly (the tendency always being to get faster) without a metronome. Moreover, the changes in time, as, e.g., the slow march (75 paces a minute), quick time (120), and the recruits' quick time (140) cannot be regulated except by the use of this instrument. It is cheap, and well worth the money. With regard to this recruit quick time of 140 paces a minute, on paths it can be done, but it was found impossible to effect this in squad drill on the grass, especially if it is not cut very short indeed. It is better therefore to keep the pace to 120. Marching up and down a path in

fours at 140 paces, with frequent halts, "To the Rear," "By the Right Flank," is a most useful drill practice for a quarter of an hour, especially if the strictest attention is paid to the dressing of the fours, proper distances, heads up, covering off front to rear, and to the giving of words of command at the right moment.

(7) WORDS OF COMMAND

All the rules given in the official manuals apply doubly as strongly to recruit instructors. As insisted on previously, the very best drills among the non-commissioned officers of the battalion must be allotted to this important recruit work. Instructors must study, and be quite efficient in giving words of command on the right foot—some non-commissioned officers are not careful enough about this.

(8) THE PRACTICAL NATURE OF THE WORK

Recruits sometimes have an idea that much of their training is a necessary evil to be got through with before the real

business of fighting begins, and not as an essential preparation for the latter. The fallacy of this idea should be rubbed in whenever possible. The writer had charge of three squads, not amongst the most junior, on a route march, in the course of which it became necessary to form "Right by twos" in order to get through a narrow gateway. This manœuver resulted in far too much marking time when fours were re-formed owing to the men in file not keeping "blocked up"—a thing that was always properly done when the movement was given as an item of squad drill. Here clearly was a case in point, and an opportunity to press home the lesson. The men were halted and told that the only reason for all the squad drill practice of such a manœuver was that it should be properly done when it became necessary to go through a narrow place; and that if this teaching were forgotten when it became necessary to utilize the training practically, the former became simply waste of time; and the gate was gone through twice again as a drill movement.

Again, many of the Swedish drill movements are designed more for producing alertness of mind and rapid communication between the will and the muscles than for mere muscle enlargement; and if recruits are informed that these exercises are given so that when later on in the trenches they are shouted at by an observer to take cover or some such command, they may effectually, and in good time, do so, and save themselves from injury or worse, they are more inclined to grasp the practical application of the particular Swedish movements.

(9) EXTRA DRILLS

Some men are bound to be backward, although "triers." To meet these cases extra drills should be held when necessary for one hour after parade. Make it perfectly clear that this is not a punishment, but merely necessary extra tuition. The drills are taken in turn by the squad commanders. If this fails, there is no recourse but to put the men back to later squads;

but this should not be done if it can be avoided, as it is hard on the men, and—more important—it interferes with the inoculation arrangements.

(10) VARIETY IN WORK

Take full opportunity of the weekly programme-arranging meeting to vary the week's work as far as possible for the men. The scheme of work as laid down later affords ample scope for this to be done. Never lose sight of the fact, however, that squad drill is by far the most important part of a recruit's training. Arrange the musketry, map, field work, bayonet-fighting instruction, and so on, so as to make a varied and interesting week's work for every squad.

II

THE DAY'S WORK

It is proposed to set out in detail the plan of work as eventually arrived at, as the result of actual experience and suggestions in the writer's battalion, giving explanation and detail where required.

(a) TIME TABLE

Hours of work should be from 8.00 a.m. to 4.30 p.m. (Saturdays to 12 p.m.), with an hour's interval for lunch (except Saturdays).

(b) THE "FALL IN"

A marked improvement in steadiness on parade followed the introduction of the fall-in by drum, as practised at the Chelsea School of Instruction. There is no

doubt of the bracing influence of the drum on the men's demeanor. A man feels "there is a difference between now and two minutes ago. I am now 'Fallen in' on parade," and his behavior alters accordingly. It does much to eradicate slouching on parade and inattention to orders.

The following is the detail. (This is of course the English method but it is worthy of note):

Falling in on Parade.

- (1) On the command "Fall—in" from the Sergeant-Major, the drummer will beat an open flam (two taps), the whole of the company will stand at ease, except the right-hand man of the front rank of each squad, who will come to attention and take one and a half paces forward (at the order) and turn to the right, taking up his covering from the front, and dressing from the left flank. The instructor of the leading squad will cover the markers from the front, and give the command "Markers—Steady," upon which

the right guides of each squad will turn to their front (left turn).

- (2) The drummer will beat a close flam (one tap), upon which the company will come to "attention" (with recruits, this and other parts of this falling in have to be repeated).
- (3) The drummer will count a pause of about 4 seconds, and will then beat a roll, when the company will take a pace forward (30 inches), count a pause of about 2 seconds, and then turn their heads and direct their eyes to the right, moving up the remaining half-pace by short, quick steps. (With recruits it was found preferable to precede this with the command "Right—Dress" by the Sergeant-Major. During the dressing squad commanders will stand seven paces to the right of their right guides, taking their own dressing from the left, and facing the company. When the left-hand instructor has dressed his squad, he raises his hand, and the instruc-

tors return to their posts two paces in front of their center man in quick time, and turn to the right.) When the whole of the company is steady (men still looking to the right), the drum will cease to roll (concluding with a close flam), upon which the company will turn their heads and eyes sharply to the front.

(4) The Adjutant (or Sergeant-Major) will give "Parade (or Squads)—Stand at—Ease—Call the roll," on which squad instructors will call their squads up to "attention" (see that this is not overlooked), call the roll, and prepare their squads for inspection. Squad instructors should turn about smartly and together before doing this.

(5) When the roll has been duly called the Adjutant (or Sergeant-Major) calls for "Squad Commanders," who proceed in quick time and form up in front of him, sticks being carried in the proper position of attention, and, in turn, from A squad

(on the right) report "All present, sir," or otherwise. They then receive from the Sergeant-Major the command "Squad Commanders, About—Turn. To your squads—March." It is important that all this should be efficiently and properly carried out by the instructors, as example plays a huge part with recruits in developing habits of smartness on parade.

With any number of squads up to six fall in in close column of squads; over six the fall in must be in mass. In the latter case the leading squad commanders (except the left-hand man), when they have finished dressing the guides, look to the left-hand instructor and, taking the time from him, return in quick time to their positions in front of their squads and turn about—all these as drill movements. The Sergeant-Major himself then gives "Markers—Steady."

After inspection by the squad commanders—occasionally by officers—squads are then ready for the day's work.

(c) SCHEDULE OF WORK

The following is the schedule of work to be carried out:—

A.—PRACTICAL OUTDOOR WORK

(i) Work to be done Daily.

No.

- 1 Physical training.
- 2 Squad drill—without and with arms.

(ii) Work to be done from Time to Time as Opportunity Offers.

- 3 Extended order drill (practice frequently).
- 4 Platoon drill.
- 5 Company drill.
- 6 Route march—once weekly.
- 7 The Attack—as a drill purely.
- 8 Passing of messages in extended order.
- 9 The Attack—very simple scheme—embracing 7 and 8.
- 10 Guards and piquets—mounting; guard duties.

- 11 Advance guard.
 - 12 Flank guard.
 - 13 Rear guard.
 - 14 Outposts—as a drill.
 - 15 Outposts—simple scheme.
 - 16 Bayonet fighting.
 - 17 “Silent drill”—preparatory to night work.
 - 18 Night work—one evening weekly.
 - 19 Distance judging
 - 20 Visual training
 - 21 Semaphore signalling—elementary.
 - 22 Trenching—digging.
 - 23 Musketry
 - 24 Map reading and field sketching
 - 25 Bombing instruction.
- } By arrangement
with musketry
instructor.
- } Taken by special-
ist officer in-
structors.

B.—LECTURES—OUTDOOR OR INDOOR.

- 26 History of our Army.
- 27 Drill.
- 28 Discipline.
- 29 Marching and march discipline.
- 30 “A day’s life at camp.”

- 31 "Tips for soldiers."
- 32 Attack—use of cover.
- 33 The Attack—I.
- 34 The Attack—II.
- 35 The Defence—I.
- 36 The Defence—II.
- 37 The Defence—III.
- 38 Miscellaneous matters—I.
- 39 Miscellaneous matters—II.
- 40 Miscellaneous matters—III.
- 41 Miscellaneous matters—IV.
- 42 Physical training.
- 43 Guards and their duties.
- 44 Casualty drill.
- 45 Outposts—I.
- 46 Outposts—II.
- 47 Protection on the march—Advance,
flank and rear guards—I.
- 48 Protection on the march, Advance,
flank and rear guards—II.
- 49 Night work—elementary.
- 50 Night work—advanced—operations.
- 51 Wood fighting—fighting in close
country and villages—I.
- 52 Wood fighting—fighting in close
country and villages—II.

- 53 Wood fighting—fighting in close country and villages—III.
- 54 Ammunition supply.
- 55 Entrenchments—I.
- 56 Entrenchments—II.
- 57 Entrenchments—III.
- 58 Scouting.
- 59 Reports and reconnaissance.
- 60 The platoon system.
- 61 Artillery—I.
- 62 Artillery—II.
- 63 Company training.
- 64 Entrenching tools.
- 65 Ceremonial.
- 66 Camp sanitation.
- 67 Machine guns.
- 68 Military hygiene.
- 69 Military engineering.
- 70 Relation of a soldier to the Civil Power.
- 71 How to be fit.
- 72 First-aid.

NOTES

At a glance it may be thought that there is altogether too much “lecture” about this

programme; but it should be explained that these "lectures" merely take the form of half-hourly chats on the many subjects, a certain amount of the detail of which must be known to soldiers. The hours of work, as explained above, were from 8 to 4.30, with a break at 1 p.m. No troops, however keen, can be kept continuously at drill for 4 hours—at any rate without losing interest and efficiency. Squad instructors from time to time for purposes of rest stood their squads "easy" for a short time, but did not give any definite "break-off." It was found expedient for the sake of uniformity and of appearance (nothing looks worse than the sight of odd squads lying or sitting about the parade ground smoking), and in order to secure that all men had the rest period together and for the same duration of time, to arrange a half-hour's lecture time in both morning and afternoon sessions. At this time the whole of the recruits were assembled (or divided according to the lectures to be given) under a tree or other convenient spot. The

time was frankly one of rest; but while men are resting it is perfectly possible for them to follow and remember the points of these talks on military matters. It formed the change of occupation, which is the truest recreation. No attempts were made to make people "pay attention," and all endeavors were made to create an atmosphere of free discussion and interest—keeping (as a matter of convenience) questions to the end as far as possible. This is not always possible—it is sometimes better to settle a disputed point right off. As a fact, no complaints were ever received of men not paying attention to these discourses. One point with regard to questions, however, must be insisted on. A questioner must speak out with a loud voice, so that all may hear his question—if necessary he must be made to stand up—and one question only at a time, otherwise there is danger of the affair resolving itself into a series of small debating societies. This must not be allowed to discourage questioning; on the contrary, reasonable and intelligent questions should

be encouraged as much as possible. Men with previous war service (and we were lucky enough to have several) can, and will, if encouraged, often drive home a point by some practical illustration from their own career. This stimulates interest greatly.

The lectures should be distributed amongst the officers and squad commanders and other non-commissioned officers. This is essential, as with squads away on other work it is sometimes necessary, in order to fit in, to have three, even four, lectures going on at once. It was found that squad commanders became very keen on this branch of their work, and made it a point of honor to become something very akin to experts, reading all that there is to be read on their own particular subjects.

If any excuse were needed for this system of combined lecture and rest, it lies in the fact that everything has to be done—as far as is compatible with efficiency—in these strenuous times *rapidly*. Our drill has to be done at pressure—and

therefore certainly our lecturing. There is no time for the long recruit training of the pre-war period. The facts of military life covered by this series of lectures must be made known to the men, and the writer's experience shows that this is an easy way in which it can be done.

The lectures will be dealt with in numerical order later.

Obviously, care must be taken that if any practical work (Part A) is covered by a lecture (Part B), the lecture must be given first. This point must be dealt with at the meeting to prepare the weekly timetable.

The following is the schedule of work in detail:—

A.—Practical Outdoor Work.

(I) WORK TO BE DONE DAILY

NOTE.—Lecture first—and as shortly before the practical work as can be arranged.

1. PHYSICAL TRAINING

This work, except the mere marching, running, jumping, etc., exercises should be given only by a qualified instructor. The authorities are very keen on this. Physical training has a wonderful effect in smartening men for drill.

It was found necessary to divide the squads into two or more parties for physical training, one (or more) for the first hour in the morning and the remainder for the second hour, the others doing squad drill or other work.

2. SQUAD DRILL

(a) *Without Arms.*

With a view to the better classification of the work done, to the actual progress made by the different squads, and to the avoidance of the possibility of omitting any small items of drill, squad instructors should keep strictly to the programme of drill in these tables, and ensure that a

squad is proficient in one table before being taken on to the next.

Squad instructors must be strictly *au fait* with everything in the Infantry Training Book. Squad drill must be known backwards, forwards, inside out. Drill is a special opportunity for instructors to be absolute autocrats. Recruits as a rule take a very great interest in their work, especially on parade, and many of them are already acquainted—more or less thoroughly—with the theoretical side of drill. Any evidence of non-infallibility on the part of their instructors, therefore, comes as a shock, and such things must not be allowed to happen.

Combined "Refresher" Squad Drills.—These were taken at the conclusion of the morning and afternoon sessions, after the lectures, and were bound to be extremely useful indeed in conducing to smartness and uniformity. Without such drill certain differences will be bound to creep in; the individuality of squad instructors will discover an outlet without departing in any way from the text of the official

drill book. All squads on parade took part in these drills without reference to their seniority; and different officers or non-commissioned officers conducted the drill on different days. Squads were turned into squads in single rank by merely moving back the rear rank three paces. Distances between squads is immaterial, as long as it is the same; but it must be understood that no attempt is made to perform any company drill movements, except that in marching in column, distances, and in marching in line of squads in fours or file, intervals, must be kept, purely to allow of forming movements to be carried out. Squad commanders and their assistants do not "take post" in any way, but keep on the move, placing themselves where they can best exercise supervision over their squads, checking any errors on the part of their own men. The drill is merely "combined squad drill"—three or more squads instead of one—and all orders are given in the singular, e.g., "Squad—'shun."

The value of this drill lies in the spirit

of emulation it creates amongst the squads. Each squad is out to shine whilst drilling with the others. Every member of a squad is anxious not to spoil the drill effect of his own squad by making any mistakes. Being an integral part of a big drill such as this (nine squads have been drilling together at a time), has a very beneficial and salutary effect on the individual.

Each combined drill was concluded with five minutes' marching in fours on a path, where the step can be kept fairly easily without the use of the drum, the commands "To the Rear—March," "Right by Twos—March!" "Squad—halt," "Mark—time," and others being given continuously.

Every effort must be made by the instructors to keep the drill bright and interesting. Squad drill lacks the varied movements of company drill, and is apt to become boring unless conducted by a keen, intelligent man. Any signs of listlessness or inattention must be smartly checked by a few seconds' rest or by changing the drill.

(b) *Squad Drill with Arms.*

In these times it is not always possible to have sufficient arms to equip every recruit. Rifle drill had, therefore, to be made a special subject, squads being sent from time to time for instruction. "*Counting out the time*" should be utilized at first; instructors must know the detail, not parrot fashion, but so as to describe what is to be done without hesitation. As many non-commissioned officers as possible must be sent with the squad doing arm drill, as—especially during the preliminary work—one supervisor to every six men is none too many.

(II) WORK TO BE DONE FROM TIME TO TIME AS OPPORTUNITY OFFERS

Remember, always begin with Explanation and Illustration.

3. EXTENDED ORDER DRILL

(Always from "at ease" position.)
Must be done as a drill thoroughly first.

SCHOOL OF THE SOLDIER	REMARKS
<i>Attention!</i>	Detail the position of a soldier until every recruit knows it by heart, then call up the men individually and have them give it— <i>not in their own words but in the words of the book.</i>
<i>Rest</i>	Carefully differentiate these three commands.
<i>At Ease</i>	Have this done snappily.
<i>Fall Out</i>	Attention is a difficult command to give sharply—the English abbreviate it to “shun.” A good way is “A—ten—shun.
<i>Fall in</i>	
1. Parade 2. <i>Rest.</i>	
1. Squad 2. <i>Attention</i>	
1. Eyes 2. <i>Right</i> (Left) 3. <i>Front.</i>	
1. Right (Left) 2. <i>Face.</i>	
1. Right (Left) 2. <i>Half Face.</i>	
1. About 2. <i>Face.</i>	
1. Hand 2. <i>Salute</i> 3. <i>Two.</i>	<i>Get the salute down.</i> Watch each man and rectify all mistakes at the start.
1. Forward 2. <i>March.</i>	

SCHOOL OF THE SOLDIER	REMARKS
1. Double time 2. <i>March</i> 1. Quick time 2. <i>March</i> 1. Half step 2. <i>March.</i> 1. Right step 2. <i>March</i> 1. Backward 2. <i>March.</i> 1. Squad 2. <i>Halt.</i>	Watch the hands.
1. By the right flank. 2. <i>March.</i> 1. To the Rear 2. <i>March.</i> 1. Change step 2. <i>March</i>	Have the men count two before coming to a full halt.
SCHOOL OF THE SQUAD	Give this command the minute the right foot strikes the ground.
Fall In.	Promptness in falling in is of the utmost importance—it must always be on the double.
Count off.	Too much stress cannot be laid on the dressing. Make the men stick in their stomachs. It is well to have the dressing file in preliminary training step one pace to the front.
1. Take Interval 2. To the Right (Left) 3. <i>March.</i> 4. Squad 5. <i>Halt.</i>	

SCHOOL OF THE SOLDIER	REMARKS
<p>1. Take Distance 2. <i>March</i> 3. Squad 4. <i>Halt</i>. 1. Assemble 2. <i>March</i> 1. Stack 2. <i>Arms</i>. 1. Take 2. <i>Arms</i>. 1. Right (Left) Oblique 2. <i>March</i>. 1. Right (Left) Turn 2. <i>March</i>. 1. Squad right (left) 2. <i>March</i>. 1. Squad right (left) about 2. <i>March</i>.</p>	<p>Have the men step off promptly as soon as the desired interval is gained.</p> <p>Have the stacks on a line.</p> <p><i>Keep the ranks parallel.</i></p> <p>Impress upon the men this is a moving pivot.</p> <p>This movement is executed in 9 counts—have the men step off promptly on the ninth.</p>
<p>THE MANUAL OF ARMS</p> <p>1. Present 2. <i>Arms</i> 3. <i>Two</i></p> <p>At order 1. Port 2. <i>Arms</i> At present arms 1. Port 2. <i>Arms</i> At port arms 1. Present 2. <i>Arms</i>.</p>	<p>For the first week or so, the instructor should pre-fix all commands by the cautioner "By the Numbers." At any time during a later date at the slightest sign of any slackness revert to these commands. <i>All movements in the Manual of Arms must be done snappily.</i></p>

SCHOOL OF THE SOLDIER	REMARKS
<p>At present or port arms. 1. Order 2. <i>Arms.</i> At order arms 1. Right Shoulder 2. <i>Arms</i> 3. <i>Two</i> 4. <i>Three.</i> At order arms 1. Left Shoulder 2. <i>Arms</i> 3. <i>Two</i> 4. <i>Three</i> 5. <i>Four</i> 6. <i>Five</i> At order arms 1. Parade 2. <i>Rest.</i> 1. Squad 2. <i>Attention!</i></p>	<p>Execute all these commands from the order port, present arms, etc.</p> <p>Be sure right foot is carried straight to the rear. See that it is done snappily as there is great danger of sloppiness in this movement.</p>

LOADINGS AND FIRINGS

1. With dummy (blank or ball) cartridges, 2. *Load.*
1. *Unload.*
1. Range Eleven-Hundred (Eight Fifty, etc.) or Battle Sight.
1. Ready 2. *Aim* 3. Squad 4. *Fire*
Fire At Will
- Clip Fire.*
- Suspend Firing*
- Cease Firing.*

Men are told the reasons for this open formation, and are inclined to look upon it as an attack and an opportunity for relaxing the rigid rules of squad drill. The whole idea of the thing is to get men on under fire, and therefore discipline of a very high order is demanded. If recruits show inattention and any signs of sloppiness, close *at once* and have five minutes' stiff close order drill. It should always be given for the first three or four times by word of command, subsequently by whistles and signals. Go slowly; spend plenty of time on extending and closing. Working by means of messages passed from man to man is the final stage. Extended order drill can be commenced at a very early period in the training, as it is not really dependent on squad drill, except for the marching and turning. But—let it be repeated—at the slightest sign of loss of discipline or control, close at once and resume squad drill. Extended order in the field is dealt with later under The Attack (No. 9).

When the signals have been learnt, con-

stantly test the men's knowledge of them, as follows:—

Advance (*always to objective*)—line must be kept.

Retire (*always from objective*).

Halt (not lie down unless order given); if retiring, halt and face objective.

Lie down (*at once*); repeat if badly done; when advancing, up together and *immediately*. “When you rise to advance, advance as you rise.”

Change direction or position.

Inclining and turning.

Quick time and double.

Closing.

Reinforce (leave reorganization till later in the attack).

It is useful to change suddenly a squad from close order drill to extended order, without warning other than the order, to develop smartness and alertness. Men must not be allowed to think of drill as in compartments (squad drill, arm drill, extended order drill). They will do this unless constantly practised. Many of the physical

training movements are designed with this end of improving quickness of body and alertness of mind, and the principle can be carried into ordinary drill. For instance, it is a good practice after drilling a squad for some time suddenly to halt, dress and stack arms; also halt, break off and fall in again in a minute's time. Practice falling in. Do all that is possible to make men quick and smart in taking off equipments and dressing them on the ground. Recruits carried out their physical training in gymnasium shoes, which involved the removal of boots and putties. Far too much time may be wasted over this.

Soldiers must be ready at any time, in any place, under any circumstances, to carry out *any* order, however unexpected.

4. PLATOON DRILL

Platoon drill, pure and simple, should be given more often than it is. Its object is to fit the platoon to take its place with the company. Practice dismissing and

falling in again in as short a time as possible to accustom men quickly to find their right places in the different sections. Train selected privates to act as efficient guides, to march on a point (preferably on two points in line, e.g., a tree and a church tower—this obviates crooked marching), to turn to the front smartly on the command. It is much more difficult to “march on a point” than would appear. Test men by marching them off from you, by instructing them to place one stick in the ground when they have gone 10 yards from you and another stick when they have gone 20 yards; then cover the man with the two sticks (he having taken up his own two points to march on beforehand); then, if he deflects from the perfectly straight course, it can be seen instantly. Not many can get through this severe test. Guides should receive special training in this work.

Recruits are much interested when they come to do platoon drill. It is a change from the eternal squad drill, and they feel that they have made a distinct advance.

5. COMPANY DRILL

If men are pleased to do platoon work, much more so are they when they are allowed to begin company drill. This can always be done when four squads are sufficiently advanced for the purpose. One finds officers occasionally to whom company drill is a wearisome burden, and it does become so indeed if it is slackly carried out; but performed by a body of keen, interested soldiers, the rhythm of the thing, the neatness of the movements (many are really pretty), the careful manœuvring required to get the company safely past obstacles, the use of the various movements to fit in with the nature of the ground ("Facing left, advance in—column" is obviously intended to cover the case of a company in column of squads along a path surrounding the drill ground proceeding straight across the ground at right angles to the path)—all these make company drill one of the most fascinating parts of military work.

"Go very slowly" must be the motto

with recruits. One or two movements perfectly done should suffice for the first drill. No doubt one is anxious to get on to new movements, but every movement must be carried out without error before proceeding to the next. Two movements carried out without hitch or flaw do more to advance the squads in drill than several scamped. The two inclines from fours to bring a platoon into line almost always cause difficulty, and if this cannot be accomplished, the squads must be sent off to resume squad drill until this particular manœuvre can be performed efficiently.

If there are not enough officers, squad instructors act as platoon commanders—in fact, it is really better to keep them with their squads, with the men they know. Assistant squad instructors or selected privates can be told off as platoon sergeants and section commanders. If the squad has not had very much platoon drill or is small in numbers, it is better not to divide it into sections, or only into two sections.

Special attention at the outset must be given to the correct positions of all ranks.

6. ROUTE MARCH

This, with recruits, is much more than a mere exercise in marching. It is an opportunity to put into practice all the rules of marching and march discipline (see Lecture No. 29). The whole of every Wednesday was given up to it. Except in winter time a visit was paid to the swimming baths for one hour on the way home. Here inter-squad team races and such-like were arranged, and the whole thing was very much appreciated by the recruits. Arrangements can easily be made with the municipal authorities to admit soldiers to the baths at a greatly reduced rate, especially on a week-day afternoon. From 10 to 15 miles was the average length of the march. March off with, say, the third senior squad at the head of the column, thus sandwiching the latest joined people between the more senior squads.

Careful instructions must be issued to squad instructors and non-commissioned officers (to whom a route march is no light task) as to:—

Maintaining step.

Maintaining correct distances.

Covering.

Keeping in to right of road (change the right-hand man in turn).

Organizing singing. (Every corps has its own chorus songs, and these should be encouraged. Forbid promiscuous whistling and singing; only a well-trained company, for instance, can march correctly in step to ragtime music. Recruits must be encouraged to sing—they are nervous about it at first.)

Rate of marching uniform (this is where the advantage of practising marching with a drum is felt).

No cigarette smoking.

Proper halt discipline.

A well-trained battalion goes for a route march, and in a few seconds settles down to its stride quite comfortably; but a re-

cruit route march is a very different story. All instructors must be on the *qui vive* the whole time for the training to be of any real benefit to the men. Here, again, the repute of the regiment has to be considered. Onlookers are not necessarily aware that the men are all newly joined.

Whenever convenient, on the first part of the march (before lunch) send the 1st, 2nd, or 3rd squads off as an advance guard (No. 11), making the point, flankers, and support extend whenever crossing open country. Seize an opportunity of halting on high ground, in order that the remainder may get a bird's-eye view of an advance guard extended.

7. THE ATTACK DRILL

Of course, only taken after extended order drill is thoroughly known. Take four most advanced squads (telling each squad off into two sections), i.e., to represent a company of four platoons. Name objective. Advance the squads in artillery (diamond or square) formation for a time.

Then leading squad becomes firing line and extends, advancing two or three times by sections. Second squad extends and reinforces first. Reorganize into four sections—this reorganization to be done slowly, accurately and carefully (i.e., into four more or less equal sections, not as it is carried out in actual attack, where it is more important to get reorganized and get on quickly than to get mathematically equal sections). The remaining two squads act as supports, reserves being imaginary. Two support squads then deploy. Firing line advances by section rushes as near as may be to objective. Here reinforced successively by last two squads, great care being paid to the reorganization each time. Test this reorganization by making each (new) section (e.g., Corporal X's section, Sergeant Y's section) rise in turn to see if there are any men not included in sections; do this after every reinforcement. It may be explained to the men that this is where the all-important struggle for fire superiority takes place. Then advance by rapid double sec-

tion rushes to the position from where assault will be launched; and, only to please the men and complete the matter, give the assault, though this latter has no real place in the attack drill.

Bear in mind the whole time that this is a drill—pure drill practice. It is merely extended order drill put into the first stage of practical exposition. In any rush where the men straggle or do not get up or down together, they must be brought back and made to repeat correctly. Men need not know musketry for this, nor need they even carry rifles. Fire discipline, control, use of cover, etc., are not needed at this stage.

8. PASSING OF MESSAGES IN EXTENDED ORDER

If time, this can be combined with No. 7 at the last stage prior to the assault. If not, get the squad(s) into one extended line and send messages from one end to the other. Have a non-commissioned officer at the other end to write down mes-

sages exactly as received. Extraordinary as it may appear, this is most difficult work, and is never done correctly at the first attempt. The messages should be shouted in a loud tone, not whispered confidentially; and they should be sent piece-meal, e.g., "From Lieut. X to Capt. Y.—Am hard pressed on my left flank—can you send me two sections to assist?"; or a purely general message: "Fix bayonets—prepare to charge." If messages arrive wrong at the other end, every effort should be made to discover the man who caused the errors. But it is very difficult to do this.

After the practice, gather the men together and read the messages as given by the last man to the non-commissioned officer, and as delivered to the first man. To those who have never done this work it is simply amazing how messages become altered, distorted, reversed in meaning, and even lost in the process of transmission.

A good practice for a wet day is to arrange the men in a circle and pass mes-

sages, not shouted, but whispered from man to man. If mistakes occur, by going over the messages piece by piece, and making men who received and passed on correctly each piece hold up their hands, it is sometimes possible to trace the delinquent.

Another method of discovering weaker brethren in this matter is as follows:—Divide your party into as many small sections as there are non-commissioned officers; summon the latter and make them write down a message of from 20 to 30 words; let these sections be marched off by the non-commissioned officers some 50 yards from each other; go yourself to some central position; the non-commissioned officers call out a man from their squads, out of earshot of the others, and give him the message to be delivered to yourself; the man then comes to you and repeats the message—and so on, man by man, from each squad, squads working at the same time. Let each man, after delivering the message, sit down at ease. After the

first man has arrived, make all the remainder give their versions of the message out loud, so that the others may hear. More than one man will doubtless arrive at the same time; only one must be permitted to come near to give the message, the others being kept out of earshot by sentries. As each man delivers the message, classify his rendering in some such way as the following:—

- (a) Quite accurate—practically word for word.
- (b) A good paraphrase, names, etc., correct, and the gist of the message delivered.
- (c) A fair rendering, with one or two minor errors, e.g., 100 yards being given as “a short distance away” (i.e., supposing this paraphrase quoted did not involve a vital error).
- (d) One bad mistake in an important detail.
- (e) Two or more mistakes in an important detail.

(f) Message practically valueless.

(g) Distorted beyond all recognition.

You will find that the bulk come under (b), (c), (d), or (e).

A few sample messages are appended:—

1. From Officer Commanding “D” Co., to Captain Malcolm:

“When we reach next hedge fire will be opened at the near right corner of haystack in next field. Take signal from me.”

2. From Lieut. Jones to Capt. Smith:

“Am hard pressed on my left flank. Can you send me a platoon with ammunition?”

3. From Capt. Atkins to Lieut. Brown:

“Am going to advance to next ridge. Please provide covering fire.”

4. From Officer Commanding 2nd West Kents to Officer Commanding Artillery:

“Much troubled by enemy guns firing from point 150 yards North-East of Z in CADORZE.”

9. THE ATTACK—SIMPLE SCHEME

This must not be attempted until the men are sufficiently advanced in musketry.

Fix your objective and place a few men to represent the enemy. This placing of an enemy has a great effect on the men's keenness and interest, and it applies equally to advance and rear guards and outposts (especially at night). Then carry on as in the drill practice (No. 7), with the exception that halts should be regulated with regard to cover from artillery and rifle fire; fire positions should be taken up, bearing in mind the question of cover and good positions, with clear field of fire; fire orders, discipline, direction and control; target description; ammunition not to be wasted (tell instructor to keep count of the number of rounds fired by the section); uses of our own artillery; reorganization—men to be attached or attach themselves to nearest non-commissioned officer in order to form an effective unit; passing of messages, especially fire orders; always give range to and take am-

munition from reinforcements; short rushes; covering fire; assault (shoulder to shoulder); pursuit (by fire only as a rule); reorganization after assault.

After doing this once, it is a good plan to attack back again over the same ground, as it gives the men an idea of the ground, coming from the other direction.

10. GUARDS AND OTHER DUTIES—MOUNTING —GUARD DUTIES

Tell off the men into various imaginary guards, piquets, fire party, etc., and have a parade similar to the usual battalion daily parade of duties. Go through the usual routine—opening of ranks, dressing, inspection (of men and arms), and marching off to posts—with the adjutant, battalion sergeant-major, company 1st sergeants, etc., on parade. This is very useful practice, and recruits are anxious to pick up the detail of a parade with which they will become more familiar when with the battalion.

Then post a guard with imaginary guardroom, and with sentries out, etc., and practise the change of guards. Compliments—presenting arms, at ease; new guard sold off; first relief sent out (relief—halt; sentries—pass; relief, quick—march); reliefs return; new guard commander takes over old guard march off, new guard presenting, old guard, eyes—right; orders read to new guard, who are dismissed to guard-room; old guard march to quarters.

Run through again the points dealt with in the lecture on “Guards” (No. 43).

11, 12, and 13. ADVANCE, FLANK AND REAR GUARDS

If possible, opportunity should always be taken of practising these guards on the occasion of the weekly route march, provided the route takes in plenty of open country.

After the lecture on these subjects recruits should be ready to take up any of

these guards, and all the points are considered under the lectures.

14. OUTPOST DRILL

Here, as in the attack drill, disregard features of the country, and have the work carried out merely as a preliminary training to get recruits accustomed to the routine.

Imagine the supports—simply divide up the frontage into as many piquets as there are squads; or, vice versa, have as much frontage as is required to occupy the whole of the men. Summon the squad commanders and explain exactly that each piquet is to supply:—

Sentry over piquet	} with reliefs, changing
Two sentry groups	
every ten minutes;	
Detached post (very rare—only one—but	
recruits should be made aware of it);	
Patrols—reconnoitring and standing;	
Messengers.	

Domestics	} Cook, or man in charge of ra-

Once these have been posted, after visiting all piquets and satisfying yourself

that all know their duties and positions of other sentries, piquets, supports, etc., conclude the drill, as, there being no scheme, there is no point in proceeding. Recapitulate points dealt with in the lectures (Nos. 45 and 46), and see that they are known by the men.

15. OUTPOSTS—SIMPLE SCHEME

Detail one squad to act as an enemy and try to break through the line. Explain to the commander of this squad, by reference to a map or otherwise, very clearly the extent of the country covered by the outpost line. Advance in fours towards the position; send out screen of scouts; go with squad instructors and view ground; decide number and position of piquets and line of trenches (oblique, covering and supporting fire), the line to conform with the general outpost line; arrange as to standing patrols, if any required; explain that there are imaginary outpost companies on either flank, and what is to be done if attacked; probable

direction of enemy and where company headquarters are situated. Squad commanders to take squads to position; place the sentry groups as necessary; tell off and send out patrols and messengers; get into touch as quickly as possible with neighboring piquets; report when all are in position, and any other news of importance to company headquarters, constant touch to be kept with the latter; plan kitchen, or food store if no cooking, and latrine; give any orders *re* fires, smoking, etc., obtained from the outpost commander. When piquets are posted, withdraw the screen of scouts and form them into supports, whose position should be known to all; challenging; explain many alterations necessary to the scheme at night time.

Try and arrange for every man to be doing something, and obviate men standing about idle.

Have a "pow-wow" with all present after the enemy squad has made the attack; ask each squad commander in turn if he has any observations to offer.

16. BAYONET FIGHTING

Carried out by the Physical Training Instructor. Requires some apparatus, which, however, can be easily and economically provided.

This is a very essential part of the training, and must be begun, at any rate, with men in the recruit stage.

17. "SILENT" DRILL

This is done in the daytime merely as a preparation for night work. There is no other point in carrying it out in the light.

Any drill can be given "silently"—it is by no means necessary to confine it to company drill; and where there are junior squads included, it is quite sufficient to perform such simple evolutions as forming a column of squads from column of fours, forming close column of squads at the halt, and elementary extended order movements.

The procedure is as follows:—No words of command are shouted, but are passed

down from squad commander to squad commander. The whole of the work is done from one or the other flank, usually the right. Squad commanders are two paces on the right of their right guides, the company commander on the right, where he can best exercise supervision. This method of working by the right gives complete control, provided men conscientiously keep by the right the whole time. For example, for mere practice purposes, it does not matter a great deal whether your squads march (in the dark, of course) (in column or close column) absolutely parallel with one another or not, provided you have complete grip of the whole on the right through your squad commanders.

The company commander and each squad commander has a messenger. The company commander gives his order in a low tone to the leading squad commander (no whispering; it produces (especially with sibilants) tense nervous feeling in all ranks, and is bad for morale). The squad commander immediately sends the

order by his messenger to the second squad commander, and gives it to his right guide and to No. 1 in his rear rank, who pass it along their ranks. In this way the order is conveyed to the whole company. The first duty of the squad commander is to send the order to the next squad commander before transmitting it to his own men; otherwise there is delay. When the order reaches the last squad commander, the company commander's messenger, who proceeds to the last squad when any command is given, reports at once to the company commander who remains with the 1st squad, "Order received." The company commander then says to the leading squad commander, "Move," upon which the movement takes place. Men simply conform to one another's movements when they hear the movements beginning to take place. When advancing in column each squad, except the last, should drop a file—two connecting men—to maintain connection and proper distance between the squads; these are recalled when in fours or close column. When advancing in open

order they are also necessary. Their number must be increased as required. This "silent" drill is, of course, unreal to a degree when practised in the light, but it must be practised then in order to be ready for the night work. All effort must be made to assume darkness, and, if the command "Halt" is given, check any tendency on the part of instructors to hold up their hands, or any other similar methods, which would be perfectly useless at night.

Extended order work by means of silent commands, passed as messages, requires a great deal of practice, but it is excellent training.

18. NIGHT WORK

This was carried out one evening weekly (Thursday). Time of parade must be made to fit in with the season—in the winter, of course, it can easily commence as early as 5 p.m. or 4.30. Two hours is sufficient for recruits. Full explanation must be given of all that is to be attempted.

The following are the exercises carried out in the writer's battalion, beginning with the most elementary; and nightly programmes of work can be made by selection from these:—

Object.

To accustom men to move collectively and individually in the dark, without noise and without losing direction and formation.

Points.

(a) Always explain most fully the programme each evening, stating what is to be done, the difficulties, the uses of the various movements.

(b) The work must be taken seriously; be extremely severe with any frivolity.

(c) No smoking; no talking even when marching "at ease."

(d) Break step—it makes less noise.

(e) Men to try and increase power of vision and hearing at night. Great improvement can always be effected.

(f) At first, company commander must shout commands with recruits, but aim at getting everything done without noise as soon as possible.

- (1) March on to ground (the ordinary park parade ground was used at first) in column of fours—form up in line. Men sent out 10, 20, 30, 40, 50, 100, and 200 paces in front; each man, on sound of whistle, to strike match, kneel, and lie down, remaining lying; then to be brought back one by one, on sound of whistle, and try to get in unobserved, but march straight back to company.
- (2) March in column of fours along path and on grass, in and out of step, practising rules as to placing feet in long and short grass and not so practising; half the squads to do this at a time, the remainder observing.
- (3) Dismiss and fall in on sounding of whistle, one blast for the right guides to report to company ser-

geant-major, and two blasts for the men to fall in. Fall in in usual order, then squads arranged in different order. Whole purpose to fall in *quietly*.

- (4) *Drill*.—Go to end of ground in column of fours; return in column of squads; close to close column—and other movements—shouted; then “silently.”
- (5) Form up in column of squads; send right markers to a point (tree, etc.) 400 to 500 yards away; then send men, man by man, from each squad (squads working together) to get to tree and fall in in his proper place.
- (6) As No. (5), but squads working separately. Each squad commander to select a point and explain thoroughly to his men where his guide has been sent (increase in difficulty, e.g., “50 paces towards large poplar tree; then make for small bush half-left; then, 100 paces towards small hut, will be found the right guide”); then men to go, man by

man, to try and find guide. Insist on men being sufficiently far apart not to be led by one another. If it takes too long, men must be sent in couples. Officers go on roving commission and ask men they meet where they are going, how many paces they have already counted, etc. Very useful practice—its value is found when messengers have to go from one piquet to another in the dark on outpost work.

- (7) *Obstacles*.—Getting over fences, etc., last man to pass word “All over,” then go on.
- (8) Repeat the dismiss and fall in practice with variations, giving time for parade, etc. Squad commanders set watches.
- (9) Extended order drill. Work very slowly.
- (10) Send squad by squad forward in extended order, with orders to close on a certain spot. Advance one squad towards another so that they meet half-way.

- (11) Danger of skyline—practise over hill in extended order, to prove this to men.
- (12) Practise handling rifles (pulling back bolts, shutting, etc.), also removing and taking off equipment—men marching with water bottles half full; march in fours in full marching order, with as little noise as possible.
- (13) Putting on and taking off equipment; men must be trained to do this in the same way every time, so that it becomes a routine matter.
- (14) Use of background—lie down if none; prove by experiment.
- (15) Aural training—stand on soft ground, lie on hard; practise.
- (16) Orientation—moon; take men over ground in light, so that they recognize trees and other objects and so find way in dark.
- (17) Elementary night outpost scheme—carry on from the day scheme, if possible.

(18) Night operations (see lecture No. 50)—position of assembly, of deployment, etc. Useful practice is to march right across some open country, as, e.g., Hampstead Heath, in extended order.

(19) Digging at night—after done by day—most important.

Squad commanders should wear some distinguishing mark, as white handkerchief, round right arm.

19. DISTANCE JUDGING

This can very well be done as an afternoon's work, apart from its inclusion in the musketry course proper.

Take 12 selected men to the ground before the squads arrive there. Post Nos. 1 to 6 lying down at the following distances from which the company will be standing in line:—100, 200, 300, 400, 500 and 600 yards. Instruct them that on the sounding of the number of blasts of a whistle corresponding with their own num-

bers (1 to 6) they are to rise, " 'shun," slope arms, order arms, standing fire, kneeling fire, and lying fire, and remain lying.

• Then place Nos. 7 to 12, lying at six selected distances (e.g., 150, 250, 400, 550, 650, and 800 yards), with similar instructions as to rising, etc., on whistle blasts. Place these men by means of a piece of string carefully measured to 100 yards or 50 yards. Most men can pace out 100 yards within a couple of yards or so, but the other is much more convincing to recruits, and is no more trouble.

When the squads arrive, call up the first six men (explaining what is being done), tell the men their distances. Whistle up the second six. Make each man write down on a piece of paper or give to his squad commander (divide up into small sections to save time) his estimate. Collect the papers; work out squad averages, or have this done by squad commanders, tabulating the results of squads in order of merit; and announce the results later, if necessary. The spirit of competition—

always to be stimulated whenever practicable—enters into this work.

Explain the various methods of estimating distances given in the musketry manuals; the causes of over- and under-estimation; “bracketing”—the method of estimating by aligning a pencil on an object, shutting one eye, then the other, estimating the interval that the pencil “travels,” which is anything from one-tenth to one-thirteenth of the distance to the object (differs with individuals).

Other exercises are:—

- (a) Measure distances between trees and other objects with the string and ask men to judge.
- (b) Get company in line and march them 100 yards with the string. Halt, and order them to march another 250 yards, each man halting when he thinks he has marched that distance. Then measure the 250 yards accurately and see what men are nearest.

Everyone should be able to estimate 100 yards to within a few feet.

20. VISUAL TRAINING

Again, this is a most useful half an hour's work on an afternoon when, say, no lecture can be given. Let the men sit easy. Try elementary target description—explain the clock-face method (not the only method of description, however). Utilize anything that comes to hand. Get the men facing you. You see a company passing some distance away. Say, "About Face; count the number of men in that party" (utilize the Field Service Pocket Book method, if possible, or let them try and count the numbers of fours). After 30 seconds, "About Face." "How many men?" Similarly with a flock of sheep, or cattle, or workmen, or school children, or trees, or palings. "Can any man observe any *movement* in that field?" Get the men's ideas as to the sizes of things, heights of trees, etc. There are ways innumerable of practising this sort of thing. Kipling's "Kim" will suggest many.

If you have time beforehand, take out half a dozen men and conceal them in

dead ground, behind trees, bushes, etc. Take the squad and ask them how many men they can see. Then make your hidden people appear one by one by means of a whistle. It is astonishing how close men may be hidden and not be perceived. This opportunity may be seized of explaining much as to uses of cover, dead ground, etc.

21. SEMAPHORE SIGNALLING

It is an erroneous idea that this is not used at the front; and an odd half-hour now and then is not wasted in teaching how to send (no flags required).

Suggest that the best and easiest way to learn how to read is to buy a pack of signalling cards, turning them over occasionally in spare time. But if there is time to make any progress at all, practice may be given in sending and receiving.

22. TRENCH DIGGING

If the use of ground and tools can be obtained—and they usually can—and if

there is time (it is quite possible there may not be), one or two very useful days can be put in on elementary trench digging.

If possible, visit the site beforehand, and, knowing the number of men at your disposal, make complete plans of exactly what is to be attempted, so that trenches are sited correctly.

Ideas differ considerably as to types of fire trenches, and it is impossible to construct a trench that would please all; but the following notes describe a trench that is much used, and is not very much open to criticism:—

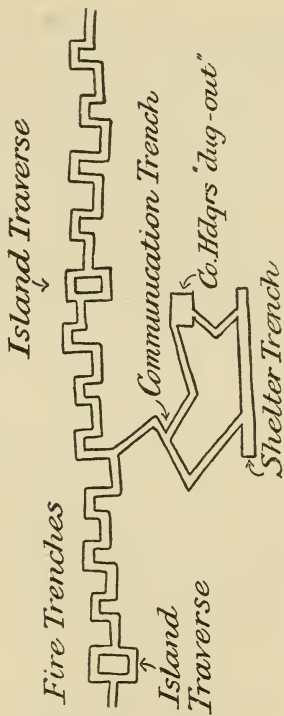
Make the section a unit for digging (the section is indeed a unit for most military purposes); dimensions 5 feet deep, 2 feet wide, 18 to 20 feet long, but traversed into three connected parts; earth heaped behind (parados, no parapet); revetted (to prevent sides falling in) by means of wood, turf, sandbags, corrugated iron, etc.; irregular line; field of fire (50 to 100 or 200 yards now considered ample); communication trenches (6 feet deep, 2 feet wide, to zig-zag back to shelter trenches

(one communication trench and one shelter sufficient); shelter trench with overhead cover formed by placing wood with earth heaped on it—dugout for company headquarters, 8 feet by 8 feet by 8 feet; long shelter trenches, 6 feet deep by 4 feet wide; drainage—sump holes (filled with stones), drain at bottom of trenches; funk holes (shelter against shrapnel in fire trenches shored up); latrines; no “reliefs”—all men work all the time.

Construct one or two “island” traverses, which are much favored in some quarters. Battalion ideas must be consulted as to trenches—some insist on a parapet; trenches are then only $3\frac{1}{2}$ feet to $4\frac{1}{2}$ feet deep, with parapet of 1 foot high and 4 to 5 feet long in front; subsequently, if time, deepen the trench to 5 or $5\frac{1}{2}$ feet, and widen to 3 feet, with a step (fire platform) from which to fire.

No attempt can be made at second line trenches, or further support trenches. It will probably be sufficient to get a first line fire trench as described.

ROUGH PLAN.



Digging at Night (Part of Night Work).

—It is a good plan to endeavor to lengthen or improve trenches dug in the daytime. Great care should be taken to avoid accidents. No noise.

Recruits should also be trained in the use of the entrenching tool, and trenches could be commenced with this implement; each man to throw up cover or dig rifle pits. Subsequently use the tools—this is not foreign to active service conditions.

23. MUSKETRY

AND

24. MAP READING AND FIELD SKETCHING

IN most battalions these subjects are, most wisely, left to specialist officers (men who have been through the special courses, e.g., in musketry at Fort Sill, Okla.). In the writer's battalion these branches of work were commenced in the second or third weeks.

The most outstanding advantage of the varied nature of the programme arranged for recruits is that men come—after a

morning's musketry or map reading—on to parade in the afternoon keen for outdoor drill, and it is possible to keep at it and get good work done without the continual “stand-easy's” and “break-offs” inseparable from a whole day's (of from five to six hours') squad drill and extended order.

It is not proposed (or possible) to give any detail as to these two subjects here. If there are no officers especially devoted to these branches, progressive schemes can easily be arranged by those who are acquainted with the subjects, by reference to the Musketry Regulations and the other many books on shooting, and to the official manual on “Map Reading and Field Sketching.”

Both these subjects are of the highest importance, and can with the greatest advantage be commenced during the early stages of recruit training.

25. BOMBING INSTRUCTION

This instruction should not be undertaken until the men are well advanced in

training. A whole week should be devoted solely to this work. A platoon may be taken at a time and a commissioned officer should be in charge. The work may be laid out as follows:—From nine to eleven should be devoted to conference—from eleven to twelve to throwing exercises—insist upon the overhand throw—howitzer movement—explain it is not range that is wanted at first but accuracy and a much greater accuracy can be obtained by the overhand throw. In the afternoon from one to two-thirty should be devoted to conference and from two-thirty to four-thirty to practical work;—making dummy bombs, trench work, as construction of bomb depots, etc., and more throwing exercises. The officer should use his discretion in conferences. The first conferences should be devoted to explosives in general, it will be found to be an easy matter to arouse men's interest in this work. The general types of bombs in use should next be taken up and their mechanism thoroughly explained, after which the tactical part a bomber plays in

attack is thoroughly explained. Thursday and Friday nights should be devoted to night work with live bombs.

B.—Lectures—Outdoor or Indoor.

N.B.—*It should always be arranged to give the lecture on any branch of practical work (see Part A) before that work is taken. This must be borne in mind when arranging the weekly programme. The lectures need not be given in the order in which they are arranged, as they are not—or are very little—progressive.*

LECTURES

Points or “heads” are given here as an aid to those who have to speak on the various subjects. It is hoped that these notes will prove a help in the delivery of these discourses. As they stand, they have served this purpose many times successfully in the past. They are merely “notes,” and are reproduced in the ab-

breviated form in which they were compiled. In some instances there is a little repetition and overlapping, e.g., certain points are dealt with under "Entrenchments" which are also treated under "Miscellaneous Matters"; but this only occurs in some important matters which can bear, and, indeed, deserve, being dealt with more than once.

26. HISTORY OF OUR ARMY

Recruits always display more than usual interest in this subject, which should be taken early. In the cases of well-known Regular regiments it is perfectly easy to arouse enthusiasm in their past doings and their present endeavors. The part played by them in the present campaigns must be dealt with as fully as possible.

There cannot of necessity be very much "history" attached to the new army, but it would not be difficult to make their activities during the past year or so the subject of half an hour's talk.

All that is possible should be done to

make men interested and proud in the achievements of their own corps.

27. DRILL

Its uses; reasons for it; merely futile unless everything absolutely smart; never relax strict "attention" for a second; absolutely still on parade—movements always detected; no amount of intelligence compensates a badly-drilled battalion; Boers splendid fighters, but had not the advantage of drill and discipline—regard their splendid successes since they have had these; turns a mob into an army; men partly lose individuality and become component parts of a machine, but it is a *machine* that is wanted; compare with extended order work; makes obedience to orders an instinct; improves physique; well-drilled soldier always *marches*, even off duty, never strolls or slouches; everything to be done in orderly manner in crisis, must be drilled, e.g., ambulance drill, fire drill in hospitals and institutions, boat drill on liners—otherwise confusion

and danger; most important thing soldiers taught; whatever else officer knows, he must be able to drill men; perfectly drilled company inspiring sight—in step, arms swinging, heads up, etc.; then run through all movements of squad drill with a few words of explanation, pointing out difficulties and pitfalls of each—illustrate by having men out; difference between on and off parade.

28. DISCIPLINE

Soldierly spirit; first duty of a soldier is obedience to commands and all orders at all times without hesitation; never argue order, ask advice afterwards if think wronged; must *know* battalion daily and standing orders; man who moves after command “ ’shun ” guilty of not carrying out orders; army cannot do anything without obedience to orders—applies to all from Generals downwards; the oil that makes the army wheels go round; can only have one in charge; soldier cannot acquire discipline suddenly; result of long and careful training; an abstract thing; a

mental outlook towards life; essential for safety of all ranks; instance stories from present war; "hesitating" to obey an order a crime; punishments only exist to secure discipline, but many punishments show bad discipline; should not be necessary—*esprit de corps*; one man disobeys orders endangers safety of brigade; grievances against superior officers; no "meetings"; methods of redress; close order drill; saluting; attitude to officers; saluting mutual expression of respect and good feeling; however fatigued or exhausted, discipline brings instant response to commands; church parade—conduct in public; credit of corps—drink; cleanliness—boots, buttons; obey orders of *any* officer or non-commissioned officer; fire discipline; never fire without orders—fight at Landrecies; smartness and zeal for work; make your platoon the best in the battalion.

29. MARCHING AND MARCH DISCIPLINE

Thirty-inch step; halts—five minutes after first half-hour, 10 minutes per hour after; this means little less than three

miles per hour; 10 to 20 miles per day; rate marching must be uniform—no hurrying, doubling, or stepping out should be necessary; keep blocked up; signal to halt passed quickly; remove packs if ordered; keep right side road; never cross road (left side in England); never enter shops, etc., without permission; temporary latrine spot usually pointed out (flag, etc.); no indiscriminate relieving; men learn to wait for halt, not fall out; if fall out, non-commissioned officer to accompany; care of feet; socks and boots must fit; vaseline (soldier's great friend); boracic powder; soap socks—change feet on which socks worn—dry feet after *daily* washing—bathe in Condyl's or disinfectant—blisters to Medical Officer if bad; otherwise prick with clean needle (burnt in flame), and boracic powder or ointment—clean rag; water-bottles—water only—don't drink till midday meal, then a pint; keep scrupulously clean; must be filled on starting; don't refill bottle unless water *approved* (*not* not disapproved)—don't waste water when filling, e.g., if pump, don't try to

pump into bottle, but fill buckets, otherwise waste; don't fall out without officer's permission; keep in to left; never more than four abreast (most important); left-hand man in gutter—change left-hand man at every halt; all officers, non-commissioned officers in proper place; proper distances between units (companies 10 yards, battalions 20 yards, but this includes space occupied by horses); dress fours; cover off front to rear; no cigarette smoking at any time; whistling, singing helps along, but properly organized; no ragtime (spoils step)—choruses—singing by squads—no singing against one another; no hymn tunes, National Anthem, Dead March (blasphemy) or regimental march; step—if cannot get detachment step, at least secure a squad step; instructors pay very careful attention to step; no falling out without excellent reason; squad's competition; point of honor not to relinquish rifle, unless really unfit to carry it.

From the Front.—Subject highest importance; no straggling; no halt in vil-

lage; officer with small party in rear collects stragglers and men leaving ranks for drinks, go in shops, etc., water; sick fall out on right side (France), await ambulance; ambulance pulls out of column and rejoins at rear of any unit; guns, wagons falling out not pass up to right place, but behind any unit; Medical Officer in rear; if going to billet, don't halt in road, but any convenient place near.

30. A DAY'S LIFE AT CAMP

Camp life generally; arrangement of camp; officers' lines; orderly tent; guard tent; canteens (wet, dry); quartermaster's stores; kitchen; drying place; ablution place (use of—sentries); parade ground; lines and interior tents left clean; comfort in tents—"tips"; refuse—classification; pig-wash, ashes, broken bottles—incinerator—grease, soapy water; battalion sergeant-major, company first sergeants, in-lying piquets, fire party, regimental police; the day's work—routine; réveillé, sick parade, physical drill (after coffee and bis-

cuits), mess and tent orderlies, blankets rolled and stacked (uniformity of arrangement), refuse sacks, sanitation; meals (two bugle calls—one for orderlies, one for men); duties of guards, piquets, duties parade; preparation for parade—buttons, boots, badges, rifles, tents tidy, “long dress,” “short dress,” private parade; don’t drink beer midday or after parade, not until evening; recreations; Y.M.C.A. tent; Retreat; go out properly dressed—behavior in town; Tattoo—all men in tents unless special pass—orders read (silence); Taps, Lights Out—keep warm at night; kit required at camp; social life; other camps in brigade; hospital; Army Service Corps; bivouacs; billets; passes—routine; wet weather; trenches round tents (not unless orders); endeavor to enjoy life—open air—advantages of camp life.

31. “TIPS” FOR SOLDIERS

Digging, entrenching tools; spade and pick; how to work—avoid accidents—economize exertions—earth must be 3 to 5

feet to stop bullets; sentries—see, not seen—sleep on duty capital offence—nerves—fancies—challenging, method—conduct on active service—looting—behavior towards women; discipline—saluting officers' badges—military police in streets, railway stations, etc.; keep fit—disease—enteric inoculation; sanitation; wet clothes—keep warm; clothing; frostbite; emergency ration; field dressing—use of—stop bleeding; wounds; wounded in stomach—throw away water bottle, don't drink or eat, best have empty stomach, lie on back; wounded in lungs—lie on stomach to prevent choking; initiative—think for yourself—emergencies; rifles—care of—best friend; barrel oily unless about to be used—careful *re* use of gauze—*regulation* flannellette; shooting—a *personal* matter—patient instructors required; persevere to be good shot; understand rifle and its mechanism; fire discipline and control; rapid fire; don't wait too long before squeezing the trigger—aim when “on”; danger to friends—never point rifle at any one; muzzle in air; aimed shots only; scouting—

dust, different sorts caused by different classes of soldiers—cavalry, artillery, etc.; messages; reports; compass; maps; orientation; 200 infantry, 120 cavalry (walk) and five guns (walk) pass one spot in one minute; leave—regulations—furlough—railway vouchers (and warrants, difference)—illness on leave—apply nearest barracks, camp, or, in last case, civil doctor; fitness—physical training—running; infantry in battle—general—extended order—place yourself under nearest non-commissioned officer or officer; don't help wounded, take ammunition and go on; reinforcements exchange range for rounds.

32. ATTACK—USE OF COVER

Cover from fire; cover from view; must be able to fire yourself, at whatever sacrifice; what is bullet proof?: steel plates (artillery), sand, earth (rifle thick), trees, timber (very rarely—may *turn* a bullet), gravel, shingle (1 to 2 feet thick), sand-bags, gravel in bags; coal (2 feet thick); view cover—hedges—fold in ground—

make fire positions in good cover, if possible—must not be tempted to remain in good cover—push on; lie flat; head down; crawling (illustrate); how to rise (illustrate); firing over and round cover (try with mirror); cover from shells—very little except in a hole (trench)—head cover—overhead cover; skyline.

33. THE ATTACK—I.

The five stages: (i) Advance under artillery fire only (diamond or square formation); (ii) advance in section rushes in extended order, with covering fire if required; (iii) struggle for fire superiority; (iv) advance to position from which assault to be made; (v) assault—pursuit—reorganization. (i) Artillery formation—scouts out, explain duties and formation; artillery formation owing to shrapnel—better than extended order, more control—how to get into—deploy immediately under rifle fire or machine gun fire; (ii) up and on quickly and together—fire orders—mutual support—by fire—longer

rushes with few men—lines not too rigid—“clouds” of skirmishers—reorganize into new sections quickly rather than accurately—whole companies, even battalions, mixed up, but still controlled—rushes not too stereotyped as in attack drill—wider extensions mean less fire effect, but less casualties; (iii) fire discipline and control simply; (iv) shorter rushes, but more rushing; (v) steady—combined—reorganize at once; last platoon in advance to pursue by fire. Uses of fire:—To support movement, prepare for assault; artillery support as long as possible; collective fire at over 500 yards’ range; individual targets; never fire without orders, especially in early stages; keep cool if charged by enemy; steady fire—rapid fire exceptional—in urgent circumstances; economy of ammunition; every shot aimed at something, even in rapid; target description (clock face and other methods)—passing of orders and messages (most important) (from and to)—coöperation—duties of various commanders. Five grand stages of an attack: Cavalry reconnais-

sance; light troops driven in; artillery duel; infantry attack (as explained above); reserves.

Attack—enveloping, frontal, frontal and flank—gain vital point in defence.

34. THE ATTACK—II.

Good discipline essential; extended order; don't bunch; crossing gaps in file—obstacles—extended party stopped by obstacles—divide into two groups and go round flanks or double and form up on other side—then others come on and join their flanks—otherwise stopped party get crowded out; passage of woods; first extensions; getting through woods, extend first line, others in file or fours, close in to one another, but get back into old formation before emerging from wood; extend before breaking cover and go on till stopped—gain ground—fire three or four rapid when reinforcements arrive in sight; retelling off into new sections very important; impress this; in extensions very careful crossing diagonal paths, hedges,

ditches, etc., almost always lose direction; up and down like lightning; last up is last down and gets most fire; never move to flank in file unless under cover; messages—shout—give names; don't pass on anonymous messages; practice fixing bayonets lying; assault, one man per yard; never assault for more than 50 yards, pursuit by fire; lie, and rapid; don't pursue with bayonet unless specially ordered, owing to enemy and our own artillery fire—also attackers "blown"; if ordered, pursue, send forward scouts and one platoon in extended order to resist counter-attack—others re-form behind captured trenches—don't waste rounds—remember each man only has 150 to 200 rounds, almost impossible to get up more—soon used; operation. orders; push on with attack, delay means artillery get ranges; get fire superiority as near as possible to enemy trenches, essential, otherwise assault fails; until the struggle for fire superiority, never fire except to aid movement or repel sudden attack—nearer you get, more rushing together; this gives confidence, confuses the

enemy; the attack is the reason for the soldiers' existence, if he fails here no use at all.

35. THE DEFENCE—I.

Three sorts—active, passive, delaying action. Active: to create opportunity for offensive and the actual offensive; divide your troops accordingly, and considering the needs of the case—always on look out to attack—strengthen defence so as to release men for the coming attack—these men are the general reserve; field of fire—ideas altered since the war; choose position of defence so that attack may be initiated. Defence: (i) firing line; (ii) supports; (iii) local reserves; can have small battalion reserves if necessary; job of local reserves is to counter-attack, *not* to reinforce firing line (insisted upon time and again in present war). Advance posts—define—must be supported by fire; obstacles; use in this war; think all the time of offensive and counter-attack movements—hang defence round points of tactical importance—mutual support—not always

necessary to hold a continuous line if these points of importance very strong (instance from present campaign). Reconnoiter and counter-attack frequently—fosters offensive spirit—bombing parties—cut wire, etc., all keeps alive the offensive idea; and exhausts enemy—re-arrange defence at night—more continuous line required—listening posts—don't have your trenches exposed.

36. THE DEFENCE—II.

Support trenches—reserve trenches—these are not the second line trenches; don't confuse; don't hold buildings against artillery fire; covering troops; uses of cavalry—screen—mislead enemy—force early deployment; withdraw in time or mask our fire; don't ask for help unless essential, as takes away troops from the offensive part; during fight for fire superiority counter-attack whenever you can—any one in command of local reserves can counter-attack, but not against a very strong position—counter-attack is to make the enemy use more power—counter-charge

the assault if possible, but not too soon—wait—pour in fire; fire trenches concealed (remember aircraft); ammunition supply; water and food; reconnoiter ground before attack—observers.

Passive defence (forts); never succeed; last resource; if you only want delay better make a demonstration unless very good position; here every one on defensive, as no offensive; rear guard action—requires much skill, training, and discipline; defence of ditches—improve—leave trench 6 feet deep on enemy's side so that he cannot use trench; defence of house: barricade doors, windows; remove inhabitants and all inflammable material; insert loopholes; clear front; keep supply earth and water handy (in case of fire). Enemy may attack very quickly at night without scouts or advance party—always be ready to rapid fire.

37. THE DEFENCE—III.

Defence of woods; contrast with open country; easily surprised; have supports

and reserves in rear of fire trenches 100 to 200 yards away; have salient redoubts (well traversed) here and there in trench line for machine gun cross-fire; redoubts simply eight trenches as octagon, 20 to 50 feet in front of line, with zig-zag communication trenches back to line; if part of line lost, counter-attack—fire from communication trenches—bomb-proof dug-outs; clear path through a wood to attract enemy—place machine guns, etc., to fire up passages—they can run diagonally; use much barbed wire, 1 to 2 feet above ground, firmly, and then trail or hang other loose wire around it; entanglements, one lot 100 yards in front, and second line 10 to 20 yards in front of fire trench; it is hard to launch a counter-attack in the dark; searchlights—star shells—remember enemy may have no advance party to a night attack; place trenches in wood 200 to 300 yards in the wood; well obstructed with barbed wire, not near roads or paths, as these will be shelled; remove trees which might be dangerous if felled by shells; never site trenches at edge of wood

—fatal—shell fire; if impossible, get field of fire by clearing passages, etc.; site trenches behind wood; construct obstacles even *before* trenches are dug; some authorities recommend always site trenches in front of wood; have covering troops to protect against attack whilst digging; always loaded rifles in front when digging (very important)—troops very liable to surprise attack whilst trenching; can have overhead cover to trenches in wood, as not seen by hostile aeroplanes, but never to open trenches, as form such a mark for artillery; hard to get at men sleeping under the cover; if well obstacled, hard to surprise defence by night; overhead cover easily made by covering trench with wood, broad boughs of trees, etc., and covering with earth 3 to 4 feet thick; but get head cover; don't attempt any decisive counter-attack at night, as you cannot see; if enemy well established, attack as soon as you can; artillery only used if narrow front and limited ground over which enemy must come—don't use searchlights too soon, as betray position.

38. MISCELLANEOUS MATTERS—I.

Saluting—smart—as if meant—if no hat or tunic, turn head smartly to officer; to troops passing, salute Commanding Officer and Colors, if carried uncased; or quarter-deck of U. S. Ships; don't salute with rifle in hand, except in the prescribed manner of paying compliments when carrying arms—explain; sentries—must walk up and down *smartly*, or halt, if tired, face front, and stand at ease; stand at port arms when addressing an officer or any person; fall in smartly, quietly, rear rank cover off, leave blank file (if any) in proper place without being told; dismiss, saluting together, leaving parade ground in quick time, and at the slope; no litter (newspapers, cigarette ends, matches, boxes, etc.) on parade ground; if halt for lunch on route march, leave halting place as clean and tidy as found—detail fatigues to collect and destroy (burn) any rubbish; funerals—salute—if on march, troops come to attention, and if military funeral, “eyes—right”; when approach officer, halt

two paces from him, salute—don't take another pace after saluting, as is so often done—salute before withdrawing; all requests, applications for leave, etc., to be made through orderly-sergeant, or, at any rate, a non-commissioned officer—never approach officer direct; military correspondence—rudiments; officers' badges; stand *still* on parade; church parade behavior; unless under control (as at a regimental gathering or on parade), stand at attention during the playing of the National Anthem and, if cap on, *salute* (officer or private) and remain at the salute until the last note—at theaters, etc.; messages—with important messages on field work (e.g., outposts) when arriving, shout out "Message for Capt. —"; some one (senior private) always to be left in charge of any party—never leave your command with no commander—e.g., a piquet—if commander must leave, then his deputy assumes full command until his return; no cigarette smoking after physical training; cleaning rifles—importance of; range targets—how marked; range discipline—very

strict indeed; aircraft—get shelter in ditches and hedges—*don't look up*—aeroplanes and airships—other rules—don't move, but carry on unless ordered to take cover—firing at aircraft—fire five times its length in front of aeroplane—fire at the front of an airship; never fire at aircraft without orders (important); the uses of aircraft—reconnaissance—bomb dropping; clear path for an aeroplane if you see it is descending; sanitation—camp latrines; describe different ways a soldier is dressed and what equipment he wears; what is marching order, field day order, drill order, fatigue dress, church parade order, review order, walking out dress (in war time work nearly always done in marching order); wear caps over eyes, not on back of head; no handkerchiefs up sleeve if they are going to fall out every minute; go out properly dressed—overcoats buttoned up, no scarves showing, proper boots (not brown); don't affect to look like an officer; arresting men—don't touch man—keep clear—get corporal and escort to march man to guard room—frame a charge

that you know to be a military offence, not a hypothetical offence; give men list of books on military matters which would be useful to them if they are anxious for promotion and eager to learn their job properly.

39. MISCELLANEOUS MATTERS—II.

Rations—daily list of allowed by regulations—explain how issued—how cooked—how distributed, etc.; swagger canes not more than 18 inches long; hair always cut short—shaving daily; putties—how to put on—wind outwards—illustrate; overcoats—how to roll—how to fold to go neatly into packs—illustrate these—only wear overcoats when ordered to do so—buttoned up to chin; flies—how to keep away—oil—eucalyptus; collars, cuffs, chains, etc., not to be visible; flags, emblems, buttons, badges, flowers (except regimentally and by order) not allowed; fire orders—four things:—Range, Indicate targets, Number of rounds, Kind of fire (rapid or otherwise; collective or distributed); ra-

pid only before assault or in grave emergency; go to artillery for ammunition, if short; rushes in attack of 50 yards—not longer; artillery formation—important—must be assumed quickly; coöperation between artillery and infantry; in war aim is to kill—use brains—strategy—tactics—modern weapons mean smaller commands; cavalry—speed, dash—reconnoiter—destruction of railways, telegraphs, etc.; pursuit—cavalry screens; reconnaissance (intelligence, spies, prisoners, scouts)—reconnaissance in force; patrols—how to return—mark ground; dust:—infantry (low and lasting), cavalry (higher and disappearing), guns (a lot and irregular); convoys—protection—importance; obstacles—not to interfere with counter-attack; barricades—inundation; destroy a railway line at *curved* portions; first-aid tips—arterial blood red, venous dark—tourniquet; mourning—only worn by officers and warrant officers—define warrant officers; no compliments on field work (outposts, advance guards, etc.); trenches—concealment—wavy lines—conform to

lay of ground—parapets low, if any—cut sods from ground not in sight of enemy—one trench observed gives away the whole show—dummy trenches—trip wires; fire: tactics—reconnaissance; fire—judging distance—targets—direction, control—tactics—eye for ground—quick decision—direction—initiative; reconnaissance—messages—maps—find way by sun and stars—compass; billets at front—restore discipline—care of arms—destroy vermin—repair clothes—inspect mess tins—leave billets clean; cooking in mess tins—tips—fires for—stew rather than fry; don't walk through piled arms—overcoats “grounded,” other battalions' lines or bivouacs—attitude towards other troops generally; entraining—eight per carriage—no noise—heads not out of windows when leaving station or entering—entrain and detrain; funeral party—drill for—explain; striking and putting up tents; very short time for training—enthusiasm and zeal for work—men very keen, but much to learn in very short time; don't put hands on muzzles of rifles or use rifles as props or

sticks; visitors to camps billets, etc.—regulations.

40. MISCELLANEOUS MATTERS—III.

Bugle calls—have a bugler out and run through the calls and test men in their knowledge; rifles—mud in trenches—cover bolt with wrapper of some sort; muddy ammunition—keep in box and clean—see no mud in muzzle before firing—life depends on rifle; don't remove equipment in front trenches—packs and haversacks only by order; every one should know where headquarters is—but don't have too many people always going to headquarters, as brings on shells—don't let maps, papers, fall into enemy's hands—have a signal for enemy aeroplanes; only five rounds in magazine, not ten; every one should know how to dig at night, trenching behind hedges—close to hedge with support trenches behind to which to retire if shelled; these may have head cover; wire obstacles 20 yards in front; not much to be feared from high explosive shells if well

traversed; always defend a position solely with view to enemy's artillery; if spotted by hostile aircraft, change your position, if possible; "stand to arms" most important; better trench with false crest on enemy's side than crest with no dead ground to front; when leave quarters, leave clean, fill in latrines, etc.; burn all refuse; equipment, emergency rations, feet, boots, socks, etc., should be frequently inspected; saluting—more stringent in France than here; look out for spies—always suspect any one coming from enemy trenches; look out for men working on land, chimney smoke; if required to destroy enemy gun, be sure it is really destroyed—get expert advice; men not to wear white handkerchiefs at front, therefore not here; sometimes vacate trenches if heavily shelled, but wait for orders; always leave sentries in trenches if left in this way; enemy may take a bit of trench and entirely blow it in; come back at once if enemy infantry advance; replacement of casualties—reorganization, as in attack drill, most important for trench work at front;

essential to be able to load and fire rapid practically automatically, without thinking; use of bayonet very important, hence bayonet practice; in siting trenches in dark, send man backwards with electric torch—this shows how much field of fire there is; all orders should be in writing, if possible, but must say whom from, whom to; know where your platoon commander and platoon sergeant are sleeping; don't use field dressing for other men's wounds or for your own minor cuts, etc.—save it for real necessity; if people on your right or left in trenches have to withdraw, don't go back with them unless specially ordered—counter-attack; any job should be done without asking for reinforcements, if possible; defending a house, remove tiles and fire through roof; dig own latrines in billets, don't rely on existing accommodation; look out for fire—very necessary with straw about; don't drink any local water till passed by medical officer; wear boots comfortable, even size too large—prevents frostbite—grease and put straw, paper, etc., round feet—

try and get dry place for standing in trenches; fascines under boards; always be on look out for enemy craftiness—disguises, wearing British uniforms, etc.; enemy clever in obtaining names of British officers; relief of trenches must be practised—relieving party file in one way, people relieved out the other; digging at night—battalion should be able to dig in in a night and have trenches well sited—no salients, etc.; if messages sent back, e.g., to artillery, give time, place (exactly by reference to map, if possible—don't say "right, left, in front, behind, etc." say "north, south," or give compass bearing); private soldier must not keep diary at front, unless not entered up till a week after events; search all prisoners; learn ciphers off—don't keep copies; if wounded, hand over or place in prominent position your ammunition.

41. MISCELLANEOUS MATTERS—IV.

Billets—leave note with useful information for people who come in after; recon-

noiter before attack—important; if a trench is taken, cut off communication to headquarters, e.g., cut telephone wires; mark that shells make in ground gives an idea as to where they are coming from; also watch trench mortars in air to see where come from; if defending a building, trench round it and retire to trenches when shelled, but get back to building when infantry attack; drain trenches, always on look out how to get rid of water; devise schemes—if you can't revet trench, then let sides slope outwards a little; put blinds to loopholes, otherwise sniped; no smoking at night in trenches without permission; must not go into cafés, etc., unless allowed; take your rifle everywhere—sick, fatigue, orderly-room; salute all ally officers—English, Belgian, French—very careful as to this; if going to trenches, people with any baggage, as, e.g., food, etc., go on in front, otherwise left behind—get your slowest people in front; breastworks with sandbags in very wet country; “island” traverse—explain; sandbags passed from hand to hand—practice; keep a list of

things in trench inventory; keep your headcover (where allowed) *low*; machine guns to be placed to command communication trenches in case fire trench captured; certain men should be trained as sappers—don't rely too much on army experts—if they are there, so much the better, but try to do things yourselves; trenches are numbered, lettered X5, Z6, etc.—know your own number; night-work to train men to get about the trenches and in front of them in dark; look out for enemy sappers—listening post; if trench taken, use bayonet supports; every man try and think about things—initiative—know how to use bombs, grenades—special instruction later; be careful of safety pin of grenade—not take it out; if think likely to be mined, have a reserve (i.e., a fire trench) in rear; train how to get through and over obstacles; blankets not allowed in trenches—learn to be comfortable as possible without; any special firing with rifles more accurate than machine guns; men practice throwing—useful when have to throw bombs or grenades; bombing

party is guide with bayonets, men who throw grenades, men carrying them, and men with sandbags—reliefs to each; concentrate or distribute fire with bombs as bullets; barbed wire stranded together (four pieces) cannot be cut with cutters; listening posts—have string back to trenches and arrange system of signals, like divers; in dark, train rifles on to opposite trenches and clamp in some way; dummy—everything to mislead—trenches, guns, machine gun emplacements; little redoubts (called caponiers) for machine guns—“points d'appui”—rallying points; mining work by trained men only, as otherwise dangerous; mine a lot of holes in line in front, then can make them into trenches; listening posts—men in trenches have to be perfectly quiet for certain periods, to give posts perfect hearing; know where your bomb store is; men in support trenches must not come out during day—people shelled in support and reserve, and in billets—usually their own fault; have meat tins or buckets for latrines—remove at night; bury dead at once; when sending

in reliefs to trenches, send on non-commissioned officer or officer as a guide; certain apparatus must be left in trenches, other stuff carted away with battalion being relieved—no mistakes as to this; if you are on job and expected to report, don't always wait till you have something to report, send back "Nothing to report," "All quiet," etc.—this is sometimes most useful to your officer; take everything you can into trenches, it saves fatigues after; when going to trenches, remember pace must be slow—never double at night on any sort of work.

42. PHYSICAL TRAINING

[Get the Physical Training Instructor to give this lecture, if possible.]

Importance of; to train mind as well as body; progressive nature of course; Ling, Swedish inventor; aims; old style gymnastics—muscle bound—weight-lifters, etc., not really required, but alert, quick, body well controlled, agile, capable of sustaining fatigue—able to double, steadily and well

—not mad rushing—(attack, assault)—capable of getting over obstacles (walls), through entanglements, etc.; some men always a fraction of a second in coming to attention or other order after every one else, because body not respond to orders of will, mind cells, quickly enough; physical training remedies this; so important, that some recruits are given special training in it; some (farm laborers) very clumsy—need special training; physical training “games”—explain and illustrate—various types of races, etc. This can be worked up into a most interesting talk.

43. GUARDS AND THEIR DUTIES

Most important duty; mount at hours ordered—differ in various brigades—sometimes in morning, sometimes in evening; guards must be absolutely clean—buttons, boots, badges, rifles, bayonets, clothing, person, hair cut, shaved—as smart as it is possible to be—a soldier parading dirty for guard is very heavily punished; rigid parade discipline—guard parade is a cere-

monial drill—one of the few ceremonial drills left us in war time, and must be regarded as exceptional occasion for smartness; marched off to post from the duty parade, where guards come first—before all piquets or other duties; guards march in line unless more than eight men; if more than eight, in fours (six men would march in line with two ranks); guard relieving comes to halt in front of old guard, which is paraded in front of guard-room. Sentries not to lounge, talk, smoke, leave rifles; if march, must march smartly; if halt, halt, face front, order arms and stand at ease, never rest; must not go to sentry boxes unless very wet; only challenge when necessary or when ordered; “Halt, who comes there?” “Friend”; “Pass friend, all’s well”—this is the usual formula for night-time—give the challenge as if *meant*, not half-heartedly; if a party, “Advance one and give the countersign” (if there is one); come to the “on guard” position; (challenging on outpost or other field work is different from this—halt, or any authoritative ex-

pression to stop the person, is what is wanted there); guards may have ammunition—great care—has to be returned unless men always carry; must not remove equipment or clothing; commander must visit sentries at least three times during 24 hours—twice at night—to see all well; must not leave guard-room without special leave for special purpose; guards turn out at Réveillé, Retreat, and Tattoo, turn out on “alarm” or fire; sentries on for two hours, sometimes one—usually one on active service.

44. CASUALTY DRILL

This drill should not be given until the men are well past the recruit stage. It is a good plan to give it some bright afternoon by way of variety. It is to teach men self reliance and they all like it. The principle of it is as follows: the captain drills the company for a while, then by some pre-arranged signal, he drops out. The senior lieutenant then takes charge, after a time he drops out, then the next

in rank and so on down to the non-commissioned officers—the first sergeant, then senior duty sergeant and so on down to the corporals, until finally all that are left are the privates. The senior private then takes charge, after which the next in seniority, finally down to the rookies.

45. OUTPOSTS—I.

Every force must be protected, and force at rest is protected by outposts—who keep guard while main body sleeps. Protection—gain time—warn—observation and resistance; look out for approaches; allow no movement to be unobserved; piquet line is the line of resistance; cavalry or cyclists observe by patrols pushed on; infantry resist by piquets and supports, piquets = patrols, sentry groups. The line to be guarded is divided up into brigades, battalions, companies, etc., so that each piquet (usually a platoon) has its own settled frontage; duties piquet commander; explain orders; night sentries posted after dark; sanitation; sentry

groups—3 to 8, under non-commissioned officer; get clear view to front—stand, not lie down—night, bayonets fixed—must not wear Balaclava hats over ears as sentry's warning unheard—keep ears free; at approach halt man, cover with rifle, summon group commander; sentries know:—direction enemy—position sentries on R and L—position of piquet—ground—patrols out—no countersign—use common sense—if Jones out with patrol, use Jones as countersign—what to do if attack—don't let people pass except own troops, prisoners, flags of truce—blindfold and detain; only minimum employed on outpost—very tiring work—but sometimes quarter of the force on it; strict observation—stand to arms one hour before dawn—rigid rule everywhere—remain till patrols report all clear—outpost reliefs must arrive before dawn; a road must be included in piquet frontage not used as dividing point—trenches must coördinate with flanks—no use one piquet having well sited trenches if a salient; piquet line = line of resistance; supports come up to them; detached

post is a matter for Officer Commanding Company; supports must be able to get up quickly; standing patrol remains at spot (*cf.* listening post)—prevents constant patrolling—send back news, and when retire, retire to piquet; line of trenches at front really outpost scheme—battle outposts; short bursts rapid = ambuscade; every man must know his piquet number and number of outpost company (numbered from right); protective detachments rather than outposts owing to enemy artillery; always fix bayonets at right, unless moon; obstacles—barricades to roads, etc., at night; outposts never withdrawn until advance guard posted and force moving.

46. OUTPOSTS—II

Bayonets not fixed in day—command approaches by fire in day, bayonet at night; longer field fire than usual—idea is delay; piquets not as a rule subjected to artillery fire; screen of scouts always out to cover posting piquets—withdrawn when posted; each possible approach must

have piquet; trench and obstacle—trench sufficient to include supports, sentries, etc.; reconnoitring patrols watch, not fight; listening posts; sentries know way back—circuitous; if halt man, cover and send commander to question; only one of flag of truce to come in, send others off; rest of group lie down firing position; written messages; relief of sentries; kits on, rifles loaded; visiting patrols washed out; double sentries at night; capture enemy's scouts without firing; don't fire if possible not to; outposts and advance, flank and rear guards, are services of security; relieved outposts become rear guard, as easiest work; not fix bayonets at night, if moon; detached post at bridges; men should know if friendly cavalry in front; no smoking, fires, cooking, unless ordered; mounted troops used good deal in protection; avoid useless collisions with enemy; sanitation; cavalry vedettes; cossack posts; line of observation is the sentry line; line of resistance is the piquet line; if sentry cannot see piquet sentry, put connecting sentry.

47. PROTECTION ON THE MARCH—I

(a) *Advance Guard (to a Force Advancing).*

Outposts protect troops halted—advance guard protects troops moving forward; consists of point, flankers, support, main guard; point in front, with flankers on either side, support behind (point and support together known as vanguard—or support alone called that); then main guard and main body; connecting files (dropped from front) between these various parts of advance guard; strength depends on strength of whole force—proportionate, main guard usually equals point, flankers and support in numbers; distances and intervals also depend on strength and country—supposing two platoons told off as advance guard, then one platoon equals point, flankers, and support (one section to flankers, one section to point, and two sections to support), other platoon equals main guard; 200 to 300 yards between point and support, with one connecting file; 300 to 400 yards between support and

main guard, two or three connecting files between; and 500 to 600 yards between main guard and main body, three or four connecting files; flankers extend out to flanks, point and (sometimes) support extend when crossing open country; if flankers turn to their flank, they should be in extended order, facing flank, not parallel with point; dash and discretion required in advance guard; first duty is to let main body get on, and small parties enemy scouts, patrols, etc., must be brushed aside, yet must not get own force involved in a big action when perhaps not wanted; local reconnaissance—main body not checked—(halts come from main body forward to advance guard, never *vice versa*, unless serious check)—advance guard is a fighting force; connecting files difficult work—keep touch both ways, when halt one face front, one rear—drop more back if necessary, 50 to 100 yards enough between files—at night time 5 to 6 paces enough; by night block up wrong turnings with branches, logs, etc., or otherwise mark which way gone; in passing messages, con-

necting men double; march discipline important; any unit marching near enemy should look after itself, e.g., small outpost, small advance guard; it is a matter of routine to tell off sentries, and so on; fix bayonets through wooded country; when over open country and deployed, extensions should be pretty wide, wider than in attack; cavalry go with vanguard and artillery with main guard; advance guard must take up position early—not keep main body waiting.

48. PROTECTION ON THE MARCH—II

(b) *Rear Guard (to a Force Retiring).*

The fighting force; main guard and rear party—practically an advance guard reversed; with point last, flankers, then support, main guard; job is to allow main body to get away; dangerous work—Mons; not engage enemy too closely; if fails, is scuppered; force enemy to deploy early, thus delaying them; open fire early; leave before enemy get too close; rear guard should retire bit by bit; one party cover-

ing other's retirement; calls for the highest soldierly qualities; every one in firing line; artillery and cavalry as many as possible; force frequent deployments of enemy; show strong front to enemy; scout for line of retreat; artillery must fire at long range; block roads, destroy bridges, makes fords impassable, burn or sink boats, fire woods, etc. Officer to go on and select next place to make a stand.

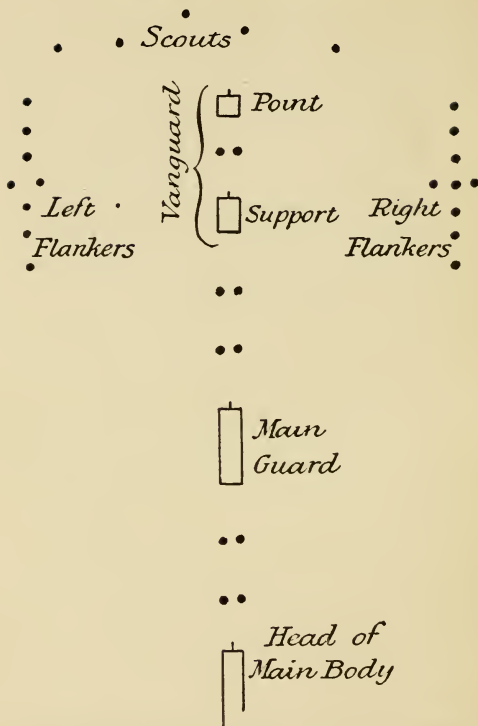
(c) *Flank Guard*

Not always necessary—lines of scouts with supports at intervals; stationary guards; must hold on until main body and transport have gone by.

N. B.—These guards are combined, i.e., party advancing has rear guard as well as advance guard—though, of course, not so important; army retiring has advance guard in addition to the rear guard; and flank guards may be required with either.

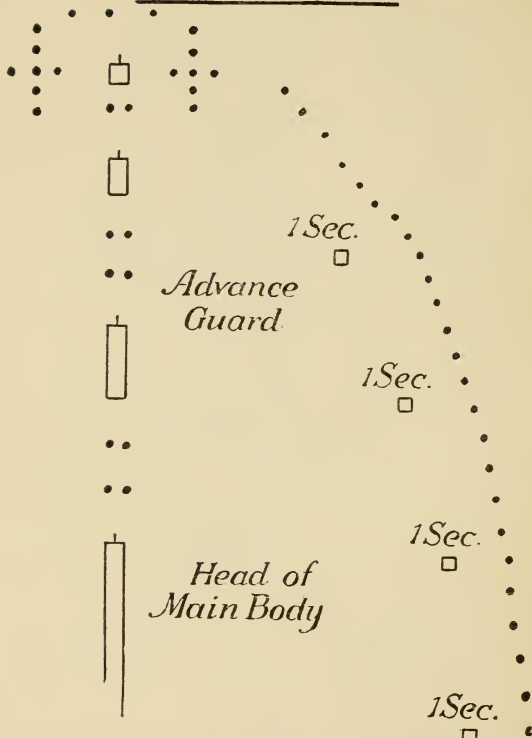
Have ten minutes' halt before every hour strikes, to re-form.

ADVANCE GUARD



No hard and fast rules can be laid down either for numbers or distribution. The Commander should use his own discretion, taking into consideration the nature of the country through which he has to pass.

FLANK GUARD



No hard and fast rules can be laid down either for numbers or distribution. The Commander should use his own discretion, taking into consideration the nature of the country through which he has to pass.

49. NIGHT WORK—ELEMENTARY

Get accustomed to dark; overcome nervousness; visual training—on familiar ground—skyline; side of hill; striking matches, smoking, lights at night; importance of skyline—make one by crouching down—ability to see increases with practice; object more visible when moon behind observer—stand up with impunity if got a background; sound tests at night; visual training more important than aural—better to see something at night than to hear it; but get to know noise of bolt, water bottle, patrol, cattle—voice travels—easier to hear on soft ground standing, hard ground lying; noise different in different sorts of country—open, enclosed, hilly, flat; silent advances very important; silent drill—taken in daytime on parade; on short grass put toe down first, on long put heel down first; prevent equipment rattling; fixing bayonets at night; take off and put on equipment; sling rifle over left shoulder, both arms free to hold equipment; half full water

bottle—swishing noise; arms clashing with those of other men; orientation—how to tell Pole Star; observe natural objects in daytime, otherwise nervous at night; when to fire at night; night sentries—challenging quietly—reconnaissance—learn marks of country.

50. NIGHT WORK—ADVANCED. NIGHT OPERATIONS

Night march or attack; careful preparation; where to start; orderlies—signals—chains of men—close up, no distance between units—officer in rear—keep connection—advance party not far out—connecting files—magazines charged (not loaded)—arrange time of halts—all halt lie down together—lie down in ranks—two miles per hour good rate at night; idea to outmanœuvre; move position unobserved—get over places not possible to cross by day—continue attack at dawn—tactical surprise—secrecy essential and special training of men—night attacks not by very large body—object should be defined clear-

ly; maintain connection; silence; previous reconnaissance essential—by day and night; note landmarks; night march to force enemy to fight—get out of tight corner—no assault after long march, men too exhausted and country unknown, wait till dawn for assault; open country—compass—general direction by stars—Tel-el-Kebir—keep touch by connecting files—in column ropes with knots at column distance; night advance to gain ground so that assault in day—local guides—small protective guards (in night march)—night advance is by extended troops—night assaults—night trenching; night march, and then assault means position of assembly where leave march formation and position of deployment—not too near enemy; careful not to converge; artillery not much use at night unless ranges known—if not in open level country, must get into preparatory formation before extending; all ranks must know orders; lateral communication for simultaneous attack—night attacks only as a rule when day un-

successful; subject to moral failure—nervy business—atmosphere tense—mystery—therefore never whisper as it increases this; habit of working at night; strictest discipline at night—one man can spoil show—which part of enemy's line to attack in dark.

51. WOOD FIGHTING—FIGHTING IN CLOSE COUNTRY AND VILLAGES—I

What is close country—view and movement restricted—fences, hedges, banks—machine guns useful; delaying action; bad for extensions; loss higher control = more initiative subordinates; reconnaissance; retain close formation long as possible; care *re* direction; beware enfilade fire; increase observers, messengers, maintain connection; reorganize every chance; in defence—clear foreground; screens; small bodies up roads; force counter-attacks; don't defend commanding positions. Villages attract troops—cover—water—food—marked on map; woods conceal from aircraft—movements slow—scouts well ahead—ad-

vance by bounds—small parallel columns in four or file; distribute companies in depth rather than breadth, to reduce mingling units; lateral touch—guard flanks—compass bearing—artillery and cavalry very restricted—means that infantry self-reliant; ready at any time strong fire or charge with bayonet—counter-attacks, but not too far; bayonet is the best weapon.

52. WOOD FIGHTING—FIGHTING IN CLOSE COUNTRY AND VILLAGES—II

Attack on village: Presume defence trenched—send parties round flanks—house-to-house fighting—reorganize—struggles between groups—strengthen points gained—cross-roads—avoid streets (machine guns). Defence of village: Worth defending (water, cover, shelter)—beware houses in daytime—artillery—get dug-outs for daytime; communication above ground difficult, so tunnel from cellar to cellar; hold position in rear of village, and command exits rather than front is advice given by some; garrison

a village with a unit; arrange for withdrawal of guns; loophole houses; special arrangements at cross-roads, village greens; *re* shooting to right or left of window.

Defence of wood: Ground; disposition of force; if small, wood can be outflanked, best defence is in front; if large, and can be done, defend in rear, heavy fire when enemy emerge; in this case throw detachments into wood to resist; abatis—entanglements; withdrawal of guns; counter-attack.

Attack on wood: Fight for edge, struggle inside, debouch on enemy's side; once gained edge, prepare for counter-attack; examine paths, rides, clearings, guard against counter-attack; keep in touch with own troops so that all debouch together; demolition obstacles—engineers; other side wood very dangerous business; entanglements, known ranges, etc.; try other ways out; deploy inside and rush out in line; strong artillery support; never halt at edge—rush on till stopped.

53. WOOD FIGHTING—FIGHTING IN CLOSE COUNTRY AND VILLAGES—III

Caution, vigilance, self-reliance; wood fighting is a soldier's battle; difficult work—hard to train for it—fight between units—no supports, cannot see. Attack in woods: snipers; must keep breadth of formation if wood is an incident in a big attack, but rather depth if main fighting in wood—lines of platoons or sections in fours or in column of sections—column of sections useful formation—if held up by enemy, dig in with tool—and supports the same; compass—director 10 feet behind directing section, directs one man—avoid halts—fire at once if meet enemy—no pursuit except by fire, disorganize—if very thick, halt every 300 or 400 yards to check. Wood fighting defence: Easily surprised—successive lines of trenches—trench well in wood, not nearer than 300 yards to edge—artillery fire—use trees as obstacles—conform obstacles to existing features—avoid roads—clear foreground—field of fire 100 yards, about—obstacles first, then

trench, pull down trees that may be shelled and fall—protection when digging—rallying points—in first line, have strong positions here and there well obstructed, with machine guns—arrange communication trenches so that they may be used as fire trenches—overhead cover in woods, aircraft very unlikely to spot—cut paths to front with machine guns—may induce enemy to advance up; barbed wire to trees.

54. AMMUNITION SUPPLY

Refilling points; reserves; divisional ammunition column reserves; artillery brigade ammunition column reserves; regimental reserves; artillery ammunition columns have ammunition for infantry; duties of commanders of brigade ammunition column; 120 rounds on man (now increased); pack animals (company mules) machine gun section ammunition; brigade reserves formed; take regimental reserves if go any distance; brigade ammunition column commanders—get into touch with artillery brigade ammunition columns—

fill up empty transport; reserve ammunition in rear; action imminent, men carry 200 rounds; difficulty of getting ammunition to firing-line; sergeant-major (battalion) responsible ammunition reserve; company pack animals get where they can (company quartermaster-sergeant); must be careful with ammunition—very important—life may depend on having a round; don't fire unnecessarily—magazines half full; go on till stopped by fire—covering fire for reinforcements—but not more than two rounds per man—never fire without order till near enemy—rush as far as possible—don't give covering fire if not really wanted—till the struggle for fire superiority, never any sort of fire except covering fire to support movement; the bayonet gets the enemy out, not bullets; reinforcements must hand over their rounds (as much as possible) to people who have been in first line; get mules up as far as possible; in trenches; question not so important as plenty ammunition—range marks—range cards—no independent rapid fire unless really wanted; limit

fire orders; not "Ten rounds rapid fire" as one hears in field practices so often.

55. ENTRENCHMENTS—I

Trenches necessary to avoid bullets; protection—artillery fire; shorter; deeper; better concealed and narrower, the better the trench; three sorts—fire, communication, and shelter—each differently constructed; various types; traverses; "island" traverses; sometimes started by men with tools—rifle pits then connected, then improved into fire trenches; siting; shape; how to dig; how to be concealed; not regular line—wavy—better concealment—parapet—parados—fire platform—section trenches—traverses—arrangement—revetments—drainage—fascines—night trenching—revetments with planks, brushwood, sandbags, etc. (see practical work No. 22, p. 78)—if not revet, slope sides a little outwards—camber—hide by leaves, vegetation, folds in ground—avoid steep slopes on enemy's side—shelter trenches wider, shallower than fire—communication

deep, narrow—with passing places—shelter trenches have overhead cover—fire trenches not—fire trenches, only head cover parapet—or recesses shored up as protection against shrapnel—shelter trenches—roof with iron or wood—rafter periodically—steps to get out—leave communication trench so that man must crawl up and over last 3 or 4 feet—only dig down 1 to 2 feet—this traverses between the communication and the fire trench—dug-outs—company headquarters, etc.—obstacles—wire entanglements 15 yards in front of fire trench—especially in front of gaps in trenches—there is no continuous line from the sea to the south, such as is described in press. Latrines run off from communication trenches. Sapping—saps go out to front 40 to 50 yards—listening posts—sapping for mining is special operation done by the engineers.

56. ENTRENCHMENTS—II

Counter-attack always by supports or new men—same with assault—if high ex-

plosive shell falls in trench, cannot do anything—only localize effects by traversing—try and get oblique fire from trench by making line irregular—look out for natural features, points of tactical importance—cross-fire—always remember enemy artillery fire—always have parados, heads not seen so much—trench on own side of crest of hill far enough down to get field fire—note how ideas altered as to this since war—fire control—rapid—concentrated—bursts; counter-attacks; first line troops not do this; reinforce trench, distribute ammunition—relief of trenches—carefully done—carry food, water, ammunition, tools (may be left) depends on arrangements made—range cards and marks—marks, pieces of wood stuck in ground, or natural features, lumps, stone, etc.; observers not always on look out—periodically—don't move, draws fire—look out every minute, say—have a sniper or two—and observer with field glasses—relieve always in dark; pursuit by fire; planning out trenches, different methods—officer marks out with entrenching tool—pieces

of stick with string (old way); hide all traces newly-turned earth—biscuit tins, etc.; wood, water, and ammunition storage—ammunition small recesses; latrines—how made; automatic alarms—flares—alarms, pots with pebbles, suspended on wire—automatic fire alarms—bombs—grenades—countersapping; protection against bombs—wire netting, but must be easily removable, otherwise cannot get out or use bayonets.

57. ENTRENCHMENTS—III

Screened communication; drainage—do all possible—very serious in winter; increase trenches from 2 feet wide to 3 feet wide and depth, more protection, but must make fire platform—advance posts in front—alternative fire trenches, if time—dummies—shelters in rear of firing line—shelled—retire, leaving observers, but ready to re-occupy quickly—cleaning rifles—have oil and rag handy—stored; reserves may sleep, so accommodation for this purpose; trenches behind hedges—

sunken obstacles, especially in front of breastworks—breastworks generally owing to wet; traverses every 12 feet—dressing stations—removal of wounded difficult—also burial dead—use of entrenching tool—remove trees to get field of fire; lighting up at night—fires—illuminating wreck lights, etc.; machine gun emplacements run out; officers' dug-out, with look-out; cook-house and water—aid post; supporting point—point d'appui—well concealed, well obstacled—parapet 1 foot—paradosed all round—completely obstacled barbed wire—fire all round—a redoubt.

58. SCOUTING

Reconnoitring — observing — reporting; mounted men and cyclists; detailed orders as to what to do and see; inquire exactly what is wanted; send back intelligence quickly, otherwise value may be lost—map reading; making of a report; sight and hearing; resource—danger—difficulties — signaling — use ground — distance judging—pacing—know length of paces—

compass—orientation—stars—sun—moon
report negatively—important as positive
information; don't fire unless necessary;
look out for ambushes; ground scouts—
know instinctively good cover and fire po-
sitions; don't mask fire of those behind;
look out for obstacles—machine guns be-
hind hay stacks, etc.; suitable halting
places in attack; enemy artillery some-
times rapid fire whenever target appears
on a spot of which they have range—
scouts warn as to this; scouts to flank;
through woods; fords; presence of hostile
piquets; temporary outposts while halted
—scouts sent on; every unit must protect
itself—no excuse to say thought own
troops on flank, etc.—scouts out; great
personal courage required; full instruc-
tions; “bluff”—Baden Powell's book on
“Quick Training for War”—also other
books for those interested in scouting;
scouts wanted—when company on ad-
vance, etc., guards; on flank of attack; on
outposts and outposts driven in; company
scouts—apart from battalion—ready to go
out moment's notice—company halted

near enemy outposts, work done by scouts — patrols really scouts — formation of five scouts—cross-shape, with commander in middle—ready to meet attack from any direction—put yourself in position of enemy and imagine what he would do—first duty, get information, not save skin—never get engaged with enemy unnecessarily—scouts work in pairs—rear guard scouts.

59. REPORTS AND RECONNAISSANCE

Information — topography—maps —reports: verbal, written, plans, sketches; if verbal, observer to go back himself—verbal reports passed on to another not much use—be clear what you mean—correct any wrong impressions on officer's part—better in writing—places in capitals—write plainly—read over to see if intelligible—put your name, date, regiment, rank, also time to minute; simple language—put down everything—don't know what may be useful—don't say there is something unless you have seen it—if told, say "I am

informed that''—don't be vague; use well-known signs, not those of your own invention, nor your own abbreviations. *Road*: From — to —; width, condition, gradients, slopes, will it take heavy traffic? — enclosed or not — surrounding country—bye-roads—villages or towns on road—position, situation, construction, inhabitants, resources, billets. *Rivers, streams*: General nature, direction, breadth, depth, velocity (drop cork), formula for working out amount of water obtainable, banks and fords, bridges, watering places, ferries, ponds. *Railways*: Chief places on, stations, two lines or single, rolling stock, gauge, cuttings, embankments, telegraphs. *Open country*: Wood, water, wells, camps, bivouacs. *Woods, forests, copses*: Size, trees, undergrowth, can troops get through? guns? wagons? *Resources of country*: Cattle, horses, pigs, sheep, wagons, carts, forage, crops. Dust—given previously; plans, sketches. In reports leave good margin for extra notes and references; scales; N., magnetic N.—hill features, contours—

combined reports and reference maps most useful—conventional signs know by heart—traversing. N.B.—Of course, in this, as in all subjects, further instruction must be given to specialists. This is merely a recruit lecture.

60. THE PLATOON SYSTEM

Army systems—100 years ago almost all nations had companies of 100 men—Romans—numbers of companies varied from 6 to 15 or more—Napoleon 8 companies—changed to 4 after battle of Jena—Great Britain last to fall in line—British Army 8 to 14 companies per battalion—since South African War struggle to get alteration. Organization: What is the unit?; squad—man cannot look after more than 12 to 16; 4 is easy number to deal with; therefore 4 squads to platoon, 4 platoons to company, 4 companies to battalion, 4 battalions to brigade. The only people who command *men* in war are the squad leaders, everyone else commands *units*; platoon training; get squads to

work together in peace or war—get “pals” in squads together—put them on guard, etc., together—get to know one another; success in war depends greatly on fire-unit commanders, i.e., squad commanders; squad commanders must know how to handle squads.

In attack, the duties of squad leaders are—and this should continually be driven into them:—

- (1) Watching for favorable targets.
- (2) Watching for signals from platoon and company officers.
- (3) Observing effects of fire.
- (4) Seizing all chances of firing for mutual support.
- (5) Seeing to the issue and re-distribution of ammunition.
- (6) Selecting halting places in attack.
- (7) Making best use of grounds and cover.
- (8) Reforming his squad as the opportunity offers. During the attack, advantage should be taken of the dead ground to reform the squad, which may have become mixed ow-

ing to the confusion, especially in the later phases of attack.

A platoon is a most useful unit; for such work as piquets, attacks—4 companies with 4 platoons is much easier to handle by Major than 8 companies of 100 men with officer commanders; platoon system a great success.

61. ARTILLERY

Compare gun with rifle—rifle carried—gun wants six horses—gun hard to knock out—infantryman killed—shell bursts, show where gone—rifle doesn't, unless dust—rifle goes for one man, shell for many—shell must explode in air, otherwise not much damage—shell damage area considerable, but must be aimed accurately—time fuses—must be absolutely accurate—one second out makes difference of 100 yards where burst—density of air alters, therefore barometric conditions alter shot—one shell wasted equals 300 bad rifle shots—gunner takes range, works out, fires from two guns—watches effect—then adds

and deducts from two ranges until get correct—percussion fuses—burst on ground on striking—get range this way, but must then calculate time fuse—but once got correct range, easy work for gunners—whereas rifleman always altering sights. Desirable guns concealed—then behind crests—difficult to hit these—get direction with sticks stuck up on crest—and angles taken from point on flank—look out for localities which may have been ranged by artillery, and get by quickly—trees, hedges, clumps, etc., easy ranging marks—avoid buildings, haystacks (process of getting range, of course, takes some five to fifteen minutes)—if infantry advance in long extended line, guns get range and lower as advance; therefore, small scattered groups much better—harder to range—and hit—this is “artillery formation”—also keep better control—difficult to control along extended lines—some officers still prefer extended line, and will not have artillery formation, but its use has been justified—less harm to morale—own guns can help in advance—they have stationary tar-

get but our artillery can't help in last stages—get over open ground under enemy shell fire as quickly as possible; zones of fire.

62. ARTILLERY—II

Co-operation between infantry and artillery so much that must understand a little about guns—field guns and howitzers; kinds: mountain guns; 6 in. guns—howitzers—trench mortars; huge howitzers, machine guns are not guns in this sense; field guns, light shells—flat trajectory; howitzers, heavy shells, curved (very much) trajectory. Shells: High explosive and shrapnel—both guns fire either—burst in air—time fuse—percussion—shrapnel, what is it?—high explosive nature—shrapnel worse in open—must burst at right time, otherwise not much damage—bullets come forward at angle, therefore men at bottom of fire trench (especially if in recess) not likely to be harmed much—effect of shells on trenches, houses, roads, etc.—observers—observing officers in telephonic com-

munication with guns—if observer killed, gun cannot see. Artillery formation: Various kinds—irregular—diamond formation—regular formations—more control—what to do in woods—troops should be able to assume artillery formation quickly from any other formation; time to get at a gun, when it is moving, if can—no use then, cannot fire—only way is to kill gunners—artillery bombardment before assault—curtains of fire—difficult to get through—enormous quantities of shells required—only way to cross a belt or curtain is to get as near as possible and rush through—scouts can ascertain these belts—artillery tremendously useful in rear guard actions—Mons—delaying power, but guns may be lost—if capture a gun, destroy it, if necessary.

63. COMPANY TRAINING

Recruits are interested in the work that awaits them when they join a battalion, and a lecture may be devoted to roughly sketching out the programme.

Fitness—ability to shoot—open order—protection—digging—night work—specialists—reports—maps—compass—drill (a means to an end)—marching—musketry—distance judging—use of cover—messages—artillery formations—attack—reinforce—reorganize—field engineering—discipline—leave lines clean—punctuality on parade—intelligence—initiative—food—cleanliness—indoor work in wet weather—use brains—not too much of a machine—observation—practise on march—syllabus of work—practical work, with lectures and illustration—camp life—hard work—drafts to Front—end of training—credit of regiment.

64. ENTRENCHING TOOLS

Rifle pits—throw earth to front—importance of tools—know how to use them—safety may depend on it—use must be taught—starting, improving, trenches—small thrown up cover—only for shallow digging—but battalions have dug themselves in at the Front with them—turn

ditch, etc., into trench with it—rifle's length of earth to be safe—sergeants carry them—scraping up cover—not shell cover, of course—bank in front—fire round it—if possible, illustrate this—dig hole for chest first—work towards feet—turn on side when possible—rifle pits are the safest, but take longer.

65. CEREMONIAL

Show parades—important keep still—every slight movement seen—reviews—in line—sized—how to size a platoon—demonstrate (this sometimes takes men by surprise)—inspections in close column or line—officers draw swords—present arms, officers salute with swords—order ditto—guards' ceremonial drill—march past—“Eyes—right,” open ranks, etc.—explain all this thoroughly to men, as never know when may be inspected—guards of honor—funeral parties—routine. Not much ceremonial in war time, and all the more important to do it well when it does come.

66. CAMP SANITATION

[Get sanitary sergeant to give this lecture, if possible.]

Latrines—earth—flies—importance of earth—flies' eggs—disease—enteric, etc.

Washing places—soapy water; drainage—don't throw water about—economy in use of water—fouling of ground.

Refuse—different sorts—food—pigwash—sold—cook-house-cleanliness—attention to detail of sanitation in camps—absence of flies best index to cleanliness.

Feeding arrangements—if in tents, great care required—remove all food lying about.

67. MACHINE GUNS

[By M.G. Officer, if possible.]

General principles—powerful help to infantry—concentrated fire—good in cramped localities—salients—enfilade fire—value at night if “laid”—“all-round traverse”—rapid fire in any direction—

easily moved—accompany infantry—but cannot observe fire at long ranges—uses much ammunition, sometimes not worth results—mechanism interrupted—equals thirty men rapid fire—not an easy target if well concealed—fire turned off and on like a tap—fire positions—reconnaissance—fire effect most important—number of guns increased—enemy use very much—machine gun section must be brought into action quickly when opportunity offers—smart men on work—unity of command—don't change position unless necessary—alternative positions—range cards—protected by troops—infantry escort—machine gun officer allowed certain freedom of action—reserve men under cover—replace casualties—concealed positions—tactical importance—range—vulnerability—to support or delay movement—against a good target—only against artillery at close range, then very effective—ranging fire—rapid traversing—combined sights—cone of fire—signals—essentially a weapon of opportunity.

68. MILITARY HYGIENE

Sanitation—preservation of health—cleanliness—diseases—smallpox, vaccination—in war disease has caused more deaths than wounds—important in war, as no civil authorities to assist—germs—bacteria—how taken in system—swallow, flies, dust, water; through excreta, personal contact, through blood (cut); immunity; “carriers”; cholera; dysentery, enteric (typhoid), sunstroke, malaria, Malta fever, Mediterranean fever, scurvy, tuberculosis, venereal disease; yellow fever; water—impurities—dissolved, suspended—dead and living bacteria—most important, pure water—not drink small waters (puddle), but from lakes, rivers, if can—troops using stream—drinking, horses, and washing—sterilize water—boil—fatigue men—sedimentation, precipitation, clarification, filtration—forms of filters—barrel filters; porcelain filters—chemicals—alum—potassium—permanganate—chlorine. Food: Tapeworm—measly meat—ptomaine poison—tinned

meat—"blown"—holes to escape gas—suspicious; necessary foods; nitrogen starches (sugar), fat, salts, water; infected food—never buy from hawkers without permission—beef, cheese, butter, bread, potatoes, sugar, milk (total weight 24 oz.) is a complete daily diet—iron emergency ration—alcohol—rum in trenches—lessens fatigue, comfort; physical training; billets—water—latrines; bivouacs—site—water, grass, high ground, good drainage, latrines, washing, kitchen, disposal refuse—improvised incinerators—dead animals—latrine bivouac system—absence of tents not affect health as many imagine—dry clothes—incinerators: beehive, barrel shape, or saucer depression; refuse in closed bins.

69. MILITARY ENGINEERING

Definitions: Abatis, banquette, enfilade, fascine, gabion, glacis, grazing fire, helve (entrenching tool), parados, parapet, piquets, plunging fire, redoubt, revetment, sap, tamp, obstacles—slope, descent;

bullets—penetration of bullets—shrapnel, howitzers; digging, hurdles, trenching (no relief system now)—range marks (**V**-shaped wood at 500 yards, **X**-shaped at 1,000 yards)—trenches, redoubts, gun emplacements—frozen ground—layer of straw and burn—slope bottom of the trench to gutter—dressing stations—dummy parapets—ruses—obstacles, sunken, not impede counter-attacks—wire piquets—barricades— inundations—preparation of buildings for defence—passage of obstacles—cut or explode—outposts always trench—lines of communications—defence—blockhouses—stockades—field kitchens—ovens—Aldershot oven—water, quantities required—shelters—“bivvies” with rifles, string and blankets, or wetter sheets—knottings—lashings—roads—foundations (fascines)—bridges (improvise)—carts, rafts, endless rope, tarpaulin, trestle—floating bridges—piers of logs—demolitions—explosives—detonators—primer—guncotton, gunpowder, dynamites, destruction of railways—remove engine pistons,

telegraph destruction—cut down poles—cut and twist wires.

70. RELATIONS OF A SOLDIER TO THE CIVIL POWER

Soldier subject to military law, but to civil as well—obeys military superiors, but law of land also—cannot plead excuse to committing crime that obeyed superior officer—superior officer's commands must be lawful—martial law—duties if called out riots, etc.—if shoot civilian *may* be liable to trial for murder—unless great emergency troops not ordered out without requisition in writing—magistrates—magistrate must be present—disposition of troops—troops under officer—placing town under martial law—duties of officers in charge of each patrol—to quell a riot—action must be taken immediately—a show of force very disconcerting to crowd—duties of Officer Commanding—magistrate and Officer Commanding each responsible for what is done, and may have to answer for it, and justify their action

later—Officer Commanding has full discretionary power—commands to be given by Officer Commanding—warning to people that fire may be opened—detachment told off into sections—firing by files or sections—a very grave duty for soldiers—full sense of responsibility—only fire at crowd and at it, not over it—magistrate and troops remain till safely withdrawn—military may act in serious cases without reference to civil power.

71. HOW TO BE FIT

Importance of health—breathing—exercise—ventilation—baths—temperance—hair short and washed frequently—food—careful—indigestion—wash plates and mugs carefully—mess tins—smoking in moderation, no cigarettes, pipe only—teeth, care of—after hard day's work rules—blisters, sore feet, vaseline, prick blisters; boots fit well, if not, go to Company Quartermaster-Sergeant—pricking blisters—camp sore throat, gargle—sun-stroke—care of toe-nails—blankets at

camp, air, shake—tents rolled up soon after Réveillé—sick parade—water bottles scrupulously clean—careful what water drunk—change if wet after parade—chafing legs, boracic powder—keep warm at night—mess in cooking—keep bowels open, if not, go to medical orderly for pill or report sick—camp life at first may cause constipation—sick soldier is no use, but a nuisance to others—all endeavor to keep fit.

72. FIRST AID

If you can persuade the Medical Officer to lecture on this, all the better; failing him, his orderly is probably a certificated man. Improvise bandages—don't rely on tourniquets—triangular bandages, etc.—common sense—don't panic—calm—otherwise worry patient—almost the less done the better—first aid don't try to take place of a doctor. Faint—prevent by head between knees; cure by lie down, head back, loosen clothes—fresh air. Vomiting—head on one side—prevent suffocation; no

stimulants unless conscious, otherwise choke—shock—warmth. Epilepsy—lay down, head slightly raised, loosen clothes, gag tongue. Apoplexy—serious, doctor; concussion, compression. Drunken fit—burns, scalds; choking—suffocation—asphyxia—fire. Frost bite—tingles blue, white painless—friction; not too warm room; no artificial heat—rub—don't wear tight boots or socks. Poisons: corrosive, irritant, systematic; drowning; fractures—splints improvise; hæmorrhage: varicose veins; foreign substances in eye; cramp; nose bleeding. These points must be dealt with *seriatim* and the treatments specified; wounds—field service dressing; stop bleeding.

In addition a weekly chat about the campaign is always welcomed; and with very little trouble and reading up the existing state of affairs with its many possibilities can be explained to the recruits.

III

THE WEEKLY TIME-TABLE

Having laid down the schedule of work to be completed, it remains then so to arrange our weekly programme that the recruit, by the time that he comes to be drafted into the battalion, has been taken through this work, or as much of it as possible. A report should be sent to the battalion with each squad drafted, notifying the exact stage in the programme reached. More especially, of course, does this apply in the case of such subjects as musketry and map reading.

At the weekly meeting referred to at which all officers, the Battalion Sergeant-Major and squad commanders (if required) are present, it is arranged on what days and hours the various squads shall

do special work (specialist officers keeping careful record of what has actually been done) and the position of each squad discussed, attention being given to any particular needs of any squad, e.g., if one squad is reported to be backward in drill, arm drill, or extended order work, then it would be arranged for these branches to receive special attention during the ensuing week.

Many matters requiring attention can be settled at such an assembly, improvements in the work suggested and adopted, and the detail of the week's programme thoroughly discussed and arranged. This weekly meeting was found to be a most useful institution.

Copies of the Time-Table were duplicated and distributed to each squad commander, and also posted in the officers' and sergeants' messes and the men's canteen, in order that all should be cognizant of what was to be done, and make preparation therefor.

A programme so arranged and carried out is reproduced here for information;

it is in two parts: (a) General plan of work for the week, and (b) programme for the squads on parade:—

(NOTE:—The Adaptor has decided it is best to print this programme in its entirety, as it is an excellent model and should be studied by company commanders.)

(A) TIME TABLE FOR WEEK ENDED

RECRUIT SQUADS—A, B, C, D, E, F, G & H (J in Drill Hall).

(A) GENERAL PROGRAMME.

Work.		Monday.	Tuesday.	Wednes- day.	Thurs- day.	Friday.	Saturday.
I.—Musketry. Special Class.	Morning.	A	G	Route March—All Day.	E	G	—
	Afternoon.	B	H		F	H	—
II.—Map Reading and Field Sketching. Special Class.	Morning.	C	C all day outdoor work.		G & H	E	—
	Afternoon.	E			A & B	F	—
III.—Arm Drill and Bayonet Fighting.	Morning.	—	—		—	—	—
	Afternoon.	A	B		D	C	—
IV.—Parade Work in Park.	Morning.	B, D, E, F, G, H,	A, B, D, E, F, H		A, B, C, D, F	A, B, C, D, F, H	A—G*
		C, D, F, G, H	A, D, E, F, G		C, E, G, H	A, B, D, E, G*	—

* Pay generally took place on Friday evening and Saturday morning, squad by squad, and arranged so as to cause as little disturbance to the work as possible.

(NOTE.—It will be noted in the following the day's work in this camp begins at 9.30 a. m.)

(B) DETAILED PROGRAMME FOR IV.—PARADE WORK.

TIME.	MONDAY.	TUESDAY.	WEDNESDAY.
9.30—9.45	Fall-in; Roll Call and Inspection of Squads. ¹		
9.45—10.45	B, D, E—Physical Training. F, G, H—Squad Drill and Extended Order.	A, B, D—Physical Training. E, F, H—Squad Drill.	Route March with Advance, Flank, and Rear Guards.
10.45—11.45	F, G, H—Physical Training. B, D, E—Squad Drill and Extended Order.	E, F, H—Physical Training. A, B, D—Outpost Drill.	
11.45—12.15	Lectures.		
12.15—1	Combined "Refresher" Squad Drill and Marching on Path.		
1—2	Lunch.		
2—3	C, D—Attack Drill. F, G, H—Squad Drill.	A, D—Attack Scheme. E, F, G—Squad Drill.	
3—3.30	Squad and Extended Order Drill, with Passing of Mes- sages, Visual Training, and Distance Judging occasionally.		
3.30—4	Lectures.		
4—4.30	Combined "Refresher" Squad Drill and Marching on Path.		
Two hours night work			
			OVER.

RAPID TRAINING OF RECRUITS

TIME.	THURSDAY.	FRIDAY.	SATURDAY.
9.30—9.45	Fall in; Roll Call and Inspection of Squads.		
9.45—10.45	A, B, C, D—Physical Training. F—Physical Training.	A, B, C, D—Physical Training. F, H—Squad Drill.	E, F, G—Physical Training. A, B, C, D—Co. Drill.
10.45—11.45	A, B, C, D—"Silent" Drill. F—Squad Drill.	A, B, C, D—Platoon Drill. F, H—Physical Training	A, B, C, D—Co. Drill. E, F, G—Squad and Platoon Drill.
1.45—12.15	Lectures.		
2.15—1	Combined "Refresher" Squad Drill and Marching on Path.		
1—2	Lunch.		
2—3	C, E—Guards and Guard Mounting. G, H—Squad Drill.	A, B, D — Outpost Scheme and Digging—all afternoon. E, G—Squad Drill.	—
3—3.30	Squad and Extended Order Drill, with Passing of Messages, Visual Training and Distance Judging occasionally.		
3.30—4	Lectures.		
4—4.30	Combined "Refresher" Squad Drill and Marching on Path.		
Two hours night work	All Squads except the last.	—	—

NOTE.—In order that this programme should work smoothly it is essential that *absolute punctuality* to the second be observed by Squad Commanders, otherwise the whole body is kept waiting for one squad. Squad Commanders should be seen at the first parade in the morning, the day's work explained to them and watches should be set.

Copies of these two programmes—(a) and (b)—should be exhibited in the Officers' Mess, the Sergeants' and the Men's Canteen.

IV.

RECORD OF WORK DONE

Careful record must be kept of the work done by the different squads. With the short time at disposal it is very necessary that more time than it is possible to devote with fairness to other matters should not be allotted to any one subject. This can only be effected by keeping carefully, a register, entering up each day the particular items dealt with. This register took the following shape, daily work, of course, not being mentioned:—

RECORD OF WORK DONE

No.	A.—PRACTICAL WORK.	Done by Squads.
3	Extended Order Drill.	A B C D E F H J.
4	Platoon Drill.	A B C D E F G.
5	Company Drill.	A B C D.
6	Route March.	Weekly.
7	Attack Drill.	A B C D.

And so on.

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No.	B.—LECTURES.	Given to Squads.
25	History of the Corps.	A B C D F G.
26	Drill	A B F G.
27	Discipline.	C D E F H.
28	Marching and March Discipline.	A B C D.

And so on.

or it might be done as under:—

Squad.	A.—Practical work done: Number in Schedule.	B. Lectures given: Number in Schedule.
A.	3, 4, 5, 6, 7, 8, 16, 18.	25, 26, 28, 29, 41.
B.	3, 4, 5, 7, 8, 9, 10, 11, 12, 13.	25, 26, 27, 28.

And so on.

V

RAINY WEATHER

It is a very difficult problem sometimes to know what to do with men during wet weather. It is quite certain that, with recruits, drill should be abandoned. Men get wet and uncomfortable, and consequently slack, and slack drill is worse than no drill, as it puts men back and gets them into bad habits. If a man moves about whilst standing at attention (wipes his face, shifts his feet) once unchecked, he will do so again, and others will follow his example.

A route march can, of course, always be persisted in in rain.

Rain affords a good opportunity for lecturing, and it was always found that the lectures given in this book had never been

exhausted when the rain came. But there is a limit to the powers of endurance of men to lectures—they cannot be continued for a whole day, for example. There are many other instructional exercises which can be given during rain, provided the necessary indoor accommodation can be secured, and it is not difficult now to arrange for the loan of halls, lecture rooms, schoolrooms, etc. Amongst these exercises, the following were found to be practicable indoor work:—

- (i) Always commence with physical training, if possible.
- (ii) Ceremonial work—inspection—marching past—eyes right—salute—explain in detail.
- (iii) Practise saluting—march by in fours, saluting an officer, taking time from inside man.
- (iv) Changing guard routine—relief of sentries, etc.
- (v) Funeral party.
- (vi) Sizing squads.
- (vii) Passing messages (men in circle).
- (viii) Inspection and proving a platoon

of full strength—four sections;
with section commanders.

- (ix) Trench drill—extend a section to arm's length—tell off into three squads—center squad two paces step back, and line of toes equals plan of a section fire trench.
- (x) Knots and lashings.
- (xi) Guards and guard mounting.
This can be done indoors.
- (xii) Bayonet fighting.
- (xiii) Squad drill, especially with arms.
If there are many squads working together, this is rather an advantage—practice for squad commanders in avoiding collisions; orders smartly given and obeyed.
- (xiv) Musketry and map work, of course, can always be done indoors.
- (xv) Always finish with a smart and short route march—one hour—to wake the men up outdoors, unless the weather is too bad.

VI

CONCLUSION

The course of work prescribed for new soldiers in this little book is quite frankly what it proclaims itself to be, viz., *rapid* training of recruits; and many with long experience in dealing with recruits will feel, and doubtless say, that there is too much rush about the whole thing. In answer to this it can only be stated that the times are critical, the circumstances abnormal. We have to train our fighting men as quickly and as efficiently as possible. Here is this war, bringing us face to face with the greatest problems that have yet confronted us as a nation. Men are urgently wanted. Thank God, they are forthcoming. For the greater part they are far keener than the old style of

recruit in peace time, and they have to work correspondingly harder—they and their instructors, and all concerned with the important work of training our soldiers. That spirit, before referred to, of self-complacency at enlisting—the feeling of having sufficiently served their country by donning a suit of khaki—where it exists—must be repressed at all hazards. Men are enlisting in thousands to fight our enemies. To be of the slightest use in the fight they must be trained, and it is the bounden duty of all—officers, instructors, and recruits—to waste no time, to spare no energies, to devote every moment to this tremendous task of transforming a business and professional community into a nation of soldiers. Old stereotyped traditions as to the work of teaching must be abandoned—or put on one side; wooden methods forgotten; “cannot be done” made positive. Finer material has never before come to our Army, and never ere this was there such need.

It is in the hope of pushing forward this work of training, if only by a fraction of

an inch, that these notes, compiled carefully from time to time, and recorded in the first instance for purely private use, have now been made public.

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